



Nevins Hall Market & Feasibility Study

October 2009

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executive summary

The Town of Framingham and the Framingham Downtown Renaissance are exploring if and how the presently underutilized Nevins Hall might be renovated and animated in order to better serve the community and contribute to downtown revitalization.

To that end, Webb Management Services has been asked to conduct a feasibility and market study on the potential renovation of Nevins Hall. The brief for the assignment was clear: Does the market suggest programming opportunities that could better activate the historic Nevins Hall? This report examines the potential for an improved Nevins Hall in terms of four key issues:

1. The characteristics of the market and potential audiences.
2. The inventory of similar facilities that serve the region, as well as relevant spaces that accommodate special events, local arts groups and community-oriented programs.
3. Demand on the part of potential users.
4. The benefits and impacts that a more active Nevins Hall would have on the community.

We then offer conclusions, facility recommendations, operating recommendations, a pro-forma operating budget for seven years of operations, and an estimate of the economic impact that a renovated Nevins Hall might have on Framingham.

Audience and Market Analysis

The first step in this process was to define a market for a renovated Nevins Hall. This market definition was informed by community and client input as well as our own experience defining market areas for cultural facilities. Primary, secondary and tertiary market areas were defined as follows:

1. Town of Framingham
2. MetroWest Region as defined by the MetroWest Chamber of Commerce, with the addition of Marlborough, based on community and client input
3. The 25-mile radius surrounding Nevins Hall

Framingham's most unique market characteristic is its diversity—a trait that it is known for throughout the Boston region. This diversity not only exists in terms of race and background but also in terms of income levels and status. Overall, the propensity (likelihood) for Framingham and the MetroWest region to support additional arts and entertainment offerings at Nevins Hall is good for affordable, traditional and culturally-specific programming. Offerings should specifically target and serve many segments of the community, as some are more likely to respond to affordable, populist (non-elitist), culturally-specific programming, while others will be drawn to more exclusive and traditional presentations. Key audience segments include families, empty-nesters and retirees, and culturally-specific populations, particularly the large Brazilian population.

Existing Facilities

A review of other facilities included large-scale regional venues with 950-seats or more, local performance facilities and meeting/banquet spaces. Each inventory considers the physical features and types of activity hosted within each space in an effort to identify any gaps and/or opportunities in the market. These research found:

- 26 large-scale regional venues in the regional market, 20 of which have capacities between 1,000 and 3,000. While Nevins Hall is the largest between Worcester and Boston, most of the other regional venues are in better condition, operating consistently and successfully as Broadway, concert venues or university venues.
- 37 local performance venues, more than 65% of which are located at schools, churches or libraries; only four have seating capacity over 1,000.
- 25 meeting and banquet spaces in Framingham and neighboring communities. Most of are located in hotels, places of worship or libraries. Of this inventory, Nevins Hall has great advantage due to its affordability, size and flexibility/flat floor.

This research indicates following gaps and opportunities:

- There is a lack of large-scale, well-equipped performance space in Framingham.
- Regional performing arts facilities are better equipped and staffed than local facilities.
- Nevins Hall has potential complement downtown venues.
- Hotels dominate the banquet/meeting market and there is a lack of alternative, affordable large-scale spaces for events.

Uses & Users

Also critical to the study is understanding demand on the part of uses and users. To that end, a number of potential users and local residents were interviewed in-person or via phone to gauge demand for facilities and programs. These conversations indicated that there is great potential to further augment a notable cultural community but there is also need for more infrastructure and support, as there are limited arts service programs and a large proportion of local funding dollars are said to be directed to Boston cultural organizations.

There is some demand for performance space on the part of local users. Interviewees specifically indicated demand for:

- 12 annual uses for 250 to 400-seat performance space.
- 4 annual uses for a 600 to 900-seat venue.
- 32 annual uses for a large-scale, well-equipped facility for live presentation on the part of local producers, promoters and presenters as well as community organizations like the Library and Framingham State College.
- 15 uses for a large-scale, well-equipped special event space.

This does not include community events (elections, Town Meeting and others) that do not generate revenue but will continue to take place in the Hall and take precedence in its scheduling.

There may also be an opportunity for Nevins Hall to accommodate some touring artists and productions, specifically presentations that target the Town's diverse population segments. This effort should build on the success of events like the summer concert series at Village Green with performances that target families, Hispanic/Latino, Brazilian and other key population segments. Large scale touring presentations (like Broadway) will be a challenging and expensive proposition, given the physical and organizational infrastructure that will be required to facilitate this activity.

Benefits & Impacts

Framingham is working to establish identity within the MetroWest region and larger metropolitan area. Community priorities tend to focus on economic development, downtown development, related land use issues and enhancement of quality of life. These priorities are evident in a number of Town initiatives and plans. More specifically, the Framingham Downtown Renaissance is committed to downtown economic development, having commissioned two recent studies that detail priorities and visioning for downtown Framingham.

A renovated Nevins Hall certainly has potential to support the revitalization and development of downtown Framingham and the surrounding areas by serving as an important economic driver. National research on the economic impact of the arts, as well as stories of comparable venues, support this conclusion.

Conclusions & Facility Recommendations

There is a case for Nevins Hall to be improved based on the following:

- The Hall would be more frequently used today given basic physical and operational improvements.
- Local and regional populations are likely to respond to community-based, culturally-specific and hands-on programming that also includes social engagement opportunities.
- There is a gap in the local facility inventory for a well-equipped, large-scale venue.
- If Nevins Hall is renovated, there are opportunities to animate the space with community meetings and events, presenting programs (including film), banquets and special events, and some rentals on the part of the local and regional arts groups.
- Nevins Hall can play a positive role in Framingham's downtown revitalization efforts and contribute to regional economic development strategies and growth.

From our perspective then, Nevins Hall should be improved to better accommodate demand and to more effectively serve the Framingham community. There are three choices as to the level of investment that the Town might choose to make within the facility moving forward. These options are not mutually exclusive and can be implemented incrementally.

- 1. Basic improvements that build on recent updates to further improve access, technical systems, and amenities.** These include proper restroom access for

audiences, dressing rooms and backstage accommodation, storage space, HVAC, catering kitchen, separate entrance and acoustical treatment. These improvements are required to make the room more active, allowing it to better accommodate a variety of uses and users. However, it is important to note that increased utilization is dependent on effective management and operations along with clear policies and procedures.

2. **Further interior conversion that addresses capacity and flexibility, allowing the venue to accommodate audiences of varying sizes, if possible.** Any treatment would require careful physical planning by a skilled theater designer and should retain as much of the character of the room as possible, as well as the flat floor configuration.
3. **Expand the stage and stage house to better accommodate and attract touring presentations and large regional arts groups.** This would require basic improvements but would also include the construction of a new stage house, interior renovation and significant acoustical isolation. This option is only viable if the Town is willing to spend a significant amount of money to aggressively compete for touring artists, renovate the Hall to the degree necessary to accommodate those artists and invest in infrastructure necessary to support the operation of the space as a roadhouse.

Operating Recommendations & Impacts

The Town should continue to manage Nevins Hall, as the Hall is centered in Framingham's municipal center. A part-time Theatre Manager who is dedicated to the venue should be hired to oversee the Hall. As the venue is improved, additional staff will be needed to support programming initiatives. Further into the future, we would suggest that a Town department or entity be established to program and manage the Hall and all Town-sponsored arts, culture and community events. The Department would set and implement Town cultural policy and provide service and counsel to local organizations.

Assuming that renovations take place to the second recommended level of investment, a pro-forma was developed to suggest how the Hall might perform through and after renovation. The key step in developing the pro-forma was estimating activity. While the resulting program of events is not an exact forecast of activity, it does provide a basis for projecting earned revenues, expenses and attendance.

Following is a summary of financial performance detailed within the pro-forma.

Fiscal Year	2009	2010	2011	2012	2013	2014	2015
Attendance	12,704	15,176	17,648	29,280	33,792	57,456	64,224
Earned Income	\$138,475	\$181,470	\$237,467	\$360,280	\$442,926	\$733,348	\$871,328
Operating Expenses	\$176,949	\$218,115	\$363,345	\$717,441	\$813,919	\$1,061,719	\$1,252,920
Funding Requirement	\$67,500	\$93,000	\$161,000	\$429,000	\$453,200	\$478,048	\$503,570
Earned Income as % Op Exp	78%	83%	65%	50%	54%	69%	70%

The fundamental approach is to build activity slowly, which allows for reduced operating expenses to go with smaller earned income in the first years. Annual funding requirements grow over time. By the last year, earned income once again covers nearly 70% of significantly expanded operations.

Finally, these operating projections along with an assumed capital investment of \$5,000,000 suggest that Nevins Hall can have significant quantitative and qualitative economic impact on downtown Framingham and Middlesex County.

1. introduction

Webb Management Services is a management consulting practice for the development and operation of performing arts facilities. We have been hired by the Town of Framingham and the Framingham Downtown Renaissance (“FDR”) to conduct a feasibility and market study on the potential to redevelop the Nevins Hall and downtown Framingham.

The brief for the assignment was clear: Does the market suggest a programming opportunity through which to better activate the historic Nevins Hall?

To consider those issues, we:

- Defined and examined a market area for Nevins Hall, analyzing demographics and key characteristics;
- Re-examined and summarized national trends in cultural participation as they relate to the Nevins Hall and its market area;
- Researched other venues with similar capacities located within the market area, paying particular attention to facility components and programs;
- Examined other meeting and event facilities supporting community activities and programs;
- Interviewed a broad cross-section of the Framingham communities, specifically cultural, political and business leaders, tourism professionals and an array of potential users for the performing arts space.

The following report includes findings, conclusions and recommendations resulting from this effort.

2. study context

Downtown Initiatives and Growth

In 2002, a coalition of community organizations, businesses, and government entities formed Framingham Downtown Renaissance (FDR). As an organization, FDR is charged with revitalizing and advocating for the central corridor of downtown Framingham. Additionally, FDR advocates for infrastructure improvements to the downtown and participates in relevant Town initiatives, such as the Downtown Railcrossing. FDR was founded as a committee operating through the Town's Community and Economic Development Department, but has recently received its own 501(c)3 status. Although it has existed since 2002, FDR only started to build momentum over the past few years. In that time, FDR has managed the Downtown Visualization Project, successfully advocated for State funding, and undertaken a long-term planning effort. FDR is a supporter of the "Cultural Triangle" concept, and is well connected with the broader cultural community.

The State of the Arts in Framingham

The arts community in Framingham is somewhat disjointed, although groups tend to have a small but strong audience base. Local arts groups like the Danforth Museum, the Amazing Things Arts Center, and the Framingham Civic League are perceived as undervalued. Artists work in studios like Tripp Street Studios and Fountain Street Studios, which are casual groups of working artists renting space within larger complexes. Framingham cultural groups acknowledge a lack of communication and collaboration in the past and, as a result, have worked to strengthen the START Partnership. The START Partnership is a Town entity that helps centralize and communicate information about local cultural organizations and facilitates resource sharing. START recently completed a streetscape marketing initiative, installing arts-themed banners in downtown. In addition, the Town also oversees the Local Cultural Committee (LCC), the government entity affiliated with the Massachusetts Cultural Council (MCC). LCC is responsible for awarding State level funding to Framingham arts organizations. The Town appoints community members to the LCC. More than half the seats are currently vacant.

Nevins Hall

Constructed in 1928, Nevins Hall is located within Memorial Hall, the Town's government administrative offices. Nevins Hall is a large-scale historic venue, constructed for the purpose of Framingham town meetings. In its current capacity and condition, Nevins Hall is underutilized. As a live performance space, it has severe limitations including:

- Lack of wing space.
- Lack of full fly and modern rigging capability (to fly set pieces in and out, provide backdrops, etc).
- Lack of proper dressing rooms and green room.

- Lack of box office.
- Lack of public restrooms in close proximity to the hall.
- Lack of nearby kitchen facilities.
- Lack of concession area or food service.
- Limited sound and lighting capabilities.
- Acoustics that are challenging for live performance, particularly when the room is not full.
- Lack of acoustical isolation from the rest of building, which means that nearby meeting rooms and Nevins Hall cannot always be used concurrently.
- Lack of a distinct and visible entrance.
- Lack of air-conditioning, rendering the building unusable during the summer months.

Town policy determines who might rent the facility. The policy states that rentals “are at the discretion of the Board of Selectmen” and purpose is restricted to “meetings or programs of an educational, informational, or cultural nature.” Nevins Hall is managed by the Director of the Town’s Department of Buildings. The Certificate of Inspection for the building sets capacity at 1,142 plus the 650-seat balcony. If Nevins is used as a “function hall”, meaning that alcohol is present at an event, the capacity for the Hall is restricted to 533. Our interviews indicated that the Hall can physical hold up to 2,200 people. The Hall’s legal capacity of 1,792 is used for this analysis.

The Performing Arts as an Industry

Across the United States, performing arts organizations and facilities are under increasing financial pressure. With limited potential to improve productivity (a symphony takes the same time to rehearse and perform as it did 300 years ago), arts organizations face a never-ending cost squeeze which forces them to become more reliant on fundraising, more willing to seek operating efficiencies through collaboration, and more focused on education and innovative outreach programs as a means to attract funding and audiences.

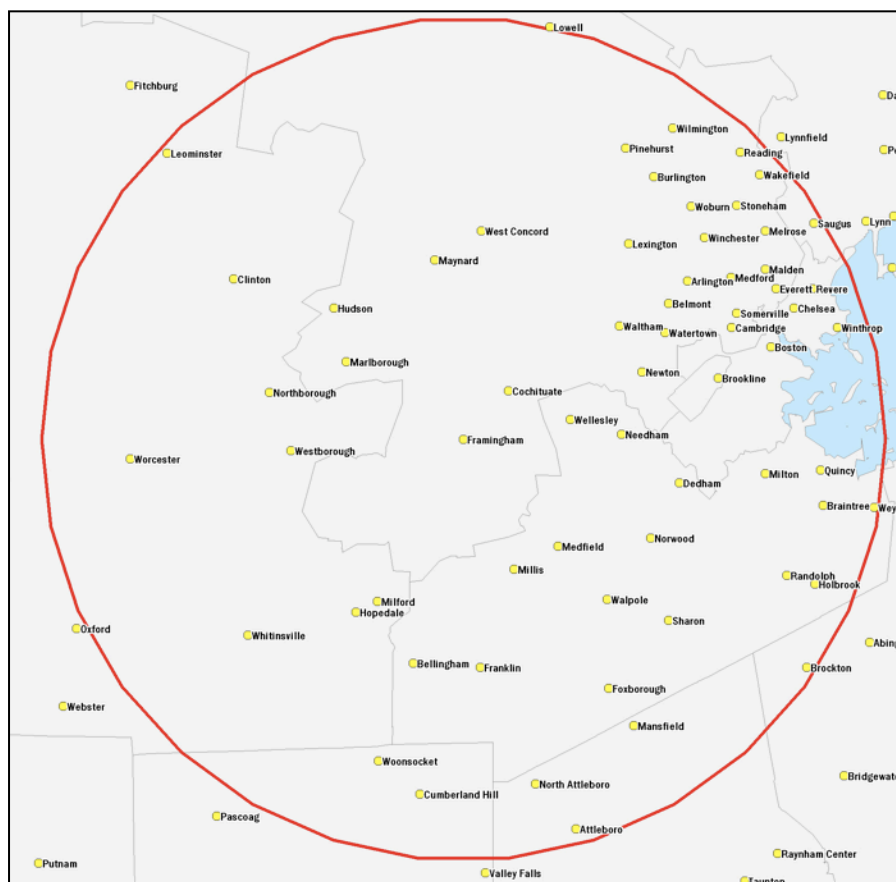
In April 2007, Webb Management Services hosted a conference in New York City to consider the future of performing arts facilities. Over the course of two days, forty performing arts facility managers from around the country worked through a series of presentations and discussions on audiences of the future, where performing arts disciplines are headed, what is happening in the area of arts funding and how, then, buildings should be planned and developed in order to succeed some twenty-five years from now.

So, what, overall, did we conclude about facilities of the future? On the whole, performing arts spaces will become smaller, more flexible, less permanent and less formal. Equally important is the idea of designing facilities that support amateur community programs and attract younger audiences with the possibility of an enriching social experience. These conclusions are quite relevant as we consider a potential need for performing arts facilities in Framingham, specifically around the future of Nevins Hall.

3. market definition

Our review of potential audiences began by defining the market for a renovated Nevins Hall. This market definition was informed by community and client input as well as our own experience defining market areas for cultural facilities. Three market areas were defined as follows:

- **Primary Market:** The Town of Framingham.
- **Secondary Market:** The MetroWest Region, as defined by the Metro West Chamber of Commerce, which includes Ashland, Framingham, Holliston, Hopkinton, Natick, Sherborn, Southborough, Sudbury, Wayland and Westborough. Additionally, Marlborough was added to the region based on community and client input.
- **Tertiary Market:** The 25-mile radius surrounding Framingham (Nevins Hall, specifically) that reaches from Worcester to Winthrop and from Attleboro to the southern portion of Lowell. The radius is depicted below:



4. trends in cultural participation

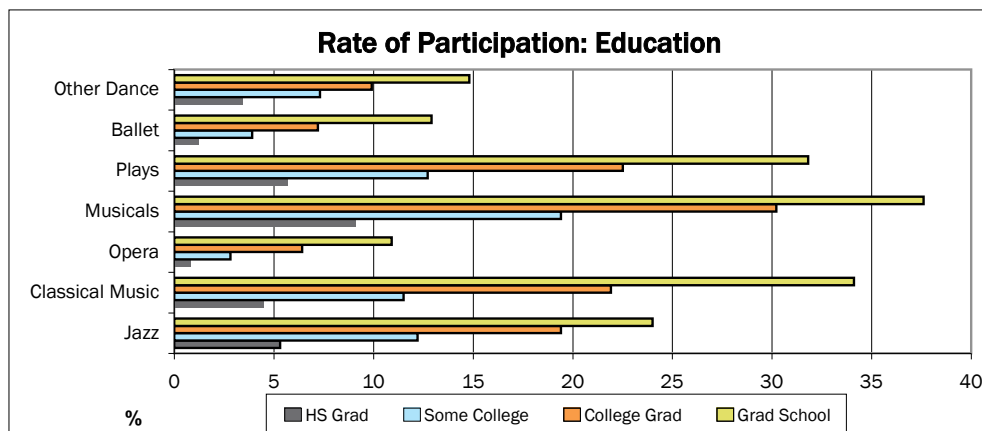
Demand for live performing arts presentations and programs is a function of a number of demographic and economic factors including education levels, disposable income, age, race, and population size and density. A number of research studies on cultural participation provide interesting background and context on cultural participation as we consider the potential for renovating Nevins Hall located in downtown Framingham.

National Characteristics and Trends on Arts Participation

Understanding who participates in the arts nationally and comparing that information to the defined market is critical to confirming the capacity in the market for arts attendance and growth.

The National Endowment for the Arts (“NEA”) conducts the Survey of Public Participation in the Arts (SPPA) every five years. Survey results were last published in July 2003, with an updated expected during the summer of 2009. The SPPA identifies the demographic characteristics of those who participate in the arts, both as audience members and as active participants in classes, performing groups and more. The following narrative highlights some of the key findings of the SPPA.

- **Educational attainment is by far the best predictor of arts attendance.** As seen in the chart below, the propensity to attend arts events among those who have completed college is at least three times greater than for those who have finished only high school; with each advance level of education there is an increased probability of arts attendance.



Source: Survey of Public Participation in the Arts, National Endowment of the Arts, 2002

- **Income and age** also matter, but not nearly as much as education; those with higher incomes and those who are over 45 are more likely to attend than other age groups.
- **Race** is not a predictor of whether a person is likely to attend the arts, but is a predictor of the genre of art likely to be attended.

A more recent National Endowment for the Arts’ report, “The Arts and Civic Engagement 2005,” shows that participation by young adults in the arts and sports, and in such activities as literary reading and listening to classical and jazz, is declining, likely due to the ways in which new technology is changing

how young adults spend their leisure time. Findings also indicate that people who attend arts events are also likely to volunteer, exercise, and go to movies, concerts and sporting events more often than those who do not attend, although these factors do not show a cause/effect relationship. Essentially, the report shows that arts participants are active in their communities and are more socially engaged than their peers.

Patterns on Participation in the Arts by Culturally Diverse Populations

Framingham is home to a population that is unique from other parts of the Boston Metro area, with a noticeable concentration of residents that are foreign born, primarily from Latin America. The Latin American population is of particular interest because of the large number of Brazilians that make up a sizeable part of the community. Because of this, it is important to realize how the Hall will serve and attract this population.

A limited amount of relevant research exists regarding these topics, but important selections (as listed below) help to address some of these questions. We have learned about some of these resources from Alan S. Brown, a leading arts market specialist and Principal of WolfBrown, who recently completed a review of research focusing on diverse audiences. Sources include the following:

- Cultural Benchmarking Project, A Study of Five Low-income Neighborhoods in the Philadelphia Area, 2004, University of Pennsylvania Social Impact of the Arts Project, commissioned by the Knight Foundation.
- Informal Arts: Finding Cohesion, Capacity and Other Cultural Benefits in Unexpected Places, 2002, Chicago Center for Arts Policy, Columbia College Chicago.
- Immigrant Participatory Arts: An Insight into Community-Building in Silicon Valley, by Pia Moriarty, Ph.D., 2004, Cultural Initiatives Silicon Valley.
- Classical Music Consumer Segmentation Study, 2002, Audience Insight LLC, commissioned by the Knight Foundation.
- The Values Study: Rediscovering the Meaning and Value of Arts Participation, 2004, Alan S. Brown & Associates, commissioned by the Connecticut Commission on Culture and Tourism.
- Gift of the Muse, 2005, RAND Corporation, commissioned by the Wallace Foundation.
- Creative Cultural Index, 2002, Cultural Initiatives Silicon Valley.
- Reggae to Rachmaninoff: How and Why People Participate in Arts and Culture, 2002, The Urban Institute.
- Survey of Public Participation in the Arts, 2002, National Endowment of the Arts.

Following are some specific themes gleaned from the research most relevant to Framingham.

- 1. The “Informal Arts” is where “a lot of the action is,” in terms of individual and public value.** A team of ethnographers at Columbia College Chicago investigated adult participation in the “informal arts” (sometimes called the “unincorporated arts”). Informal arts is cultural activity that falls outside of the nonprofit and commercial delivery system. Examples include crafting (knitting, scrapbooking), singing, playing instruments or dancing in a non-structured environment (with friends or relatives, at church or at home, etc.). The study found that:

- Participants in the informal arts scene are ethnically diverse, and closely reflect demographic characteristics of the base population.
- Activities occur in churches, homes, parks and other spaces as informal and familiar space lowers barriers to participation.
- Arts production in the informal sphere is far more ubiquitous than previously thought. Supposedly “arts-poor” areas still contain significant amounts of informal art production.
- Informal arts practice provides important sites for adult personal expression and creativity, and encourages social boundary crossing.

Source: Informal Arts: Finding Cohesion, Capacity and Other Cultural Benefits in Unexpected Places, 2002, Chicago.

2. **Participatory arts play an integral role in the acculturation on immigrants.** An in-depth qualitative study of participatory arts activity among immigrant populations in Santa Clara County (where 61% of the population are foreign-born immigrants and their children) suggests that participatory arts are a powerful means of acculturation and creation of community connectedness or “social capital” among immigrants.

Building on ideas in Robert Putnam’s *Bowling Alone*, the study asserts that immigrant involvement in participatory arts are both “bridging” (expanding social networks) and “bonding” (in-group reinforcement of distinctive identities). Supporting research includes numerous case studies that demonstrate the “civic promise” of bonding-bridging activities, in which “it is neither necessary nor desirable to avoid ethnic identifications in order to practice inclusiveness.”

While the specific demographics of adults who participate in the arts are unknown, the NEA’s Survey of Public Participation in the Arts shows that most took classes when they were young. In addition, eight percent of American adults performed or created at least one type of music, theater or dance in 2002; they were most likely to sing in a vocal group or dance. Among this group, young-adults (age 18 to 24) are most likely to perform or create art followed by the baby-boomer/ ‘empty-nesters’ (age 45 to 64).

Sources: Immigrant Participatory Arts: An Insight into Community-Building in Silicon Valley, by Pia Moriarty, Ph.D., 2004, Cultural Initiatives Silicon Valley; Survey of Public Participation in the Arts, 2002, by the National Endowment for the Arts.

Overall, this research has the following implications:

1. Different ethnic groups exhibit markedly different preferences and behaviors across the spectrum of arts activities. Specific cultural groups are naturally interested in the art and artists of their own culture(s), while a smaller number (typically those with higher education levels) seek exposure to the art of other cultures.
2. The habitual behavior and tendencies of multicultural populations set high standards for cultural engagement, requiring that no one group is “programmed down to.”

3. A great deal of meaningful arts participation happens off the cultural radar map (i.e. informal, participatory arts), particularly in low-income areas. This emphasis on at-home participation presents a challenge for facility-based arts programs that need to identify and develop opportunities to facilitate informal arts.
4. There is a need for facility-centric vs. community-centric strategy. The sensitivity to “cultural space” seen within the Silicon Valley Survey implies a need to deliver arts experiences to the neighborhoods that are home to populations that should be served.
5. Trends and preliminary research also indicate need for more connections between formal arts facilities and programs and the “living arts” that people participate in daily. Some of these needs could be accomplished through partnerships with commercial program resources (e.g. radio, night clubs, etc.).

Cultural policymakers, anthropologists, researchers and arts marketing professionals are just beginning to explore ethnically-specific cultural participation. For example, the Dance Center at Columbia College in Chicago recently commissioned a study concerning “cultural crossover attendance.” That effort is currently in progress. So far, findings and leading researchers like Alan Brown seem to think that the overall premise is relatively simple. “It’s a form of assimilation. People are naturally attracted to the art of their own culture. As education levels go up, interest in other cultures goes up. So you have people of all cultures getting interested in other cultures only at the top of the education pyramid regardless of race or ethnicity.”

5. market characteristics

With this research in mind, we consider audience demand for a renovated Nevins Hall from within the three components of the previously defined market: the Town of Framingham; the MetroWest Region, as defined by the MetroWest Chamber of Commerce which includes Ashland, Framingham, Holliston, Hopkinton, Southborough, Sudbury, Wayland and Westborough with the addition of Marlborough; and the 25-mile radius surrounding Nevins Hall. First, we compare the characteristics of our three market segments at this moment in time, often including national data for comparison. Then we examine relevant trend data.

Unless otherwise noted, data used for this analysis comes from Claritas, a marketing research resources company that provides up-to-date demographic data as well as future estimates. Annually drawn from valued sources such as the U.S. Postal Service Deliverable address counts, Equifax TotalSource™ consumer database household counts, as well as state and local agencies, Claritas demographic projections are considered to be the most comprehensive source of updated marketing research.

Current Demographics

The following series of charts compares key characteristics of the three market segments, helping to determine the ability of the market to support live performance and programs at a renovated Hall in downtown Framingham.

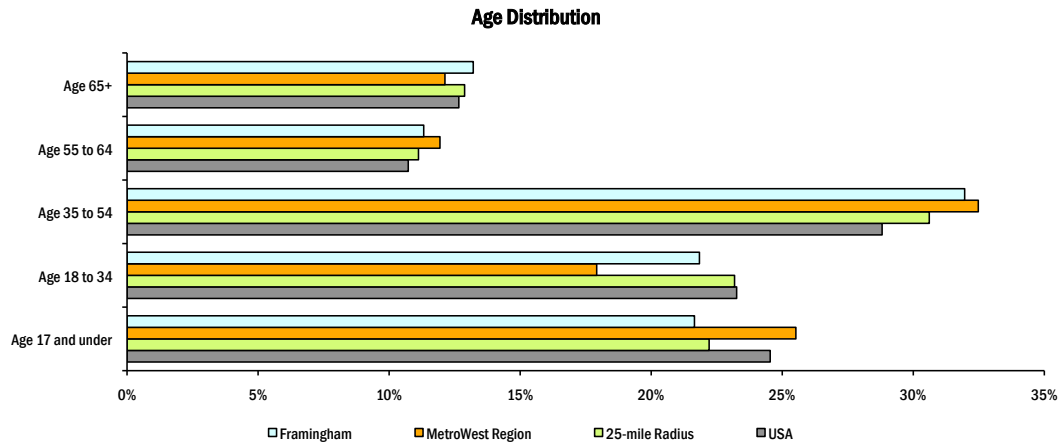
1. General Characteristics

Population Size

Framingham serves as the hub of the MetroWest Region and is the largest town in the Commonwealth of Massachusetts. Population estimates for 2008 are as follows:

Framingham	66,910
MetroWest Region	237,912
25-Mile Radius	3,390,763

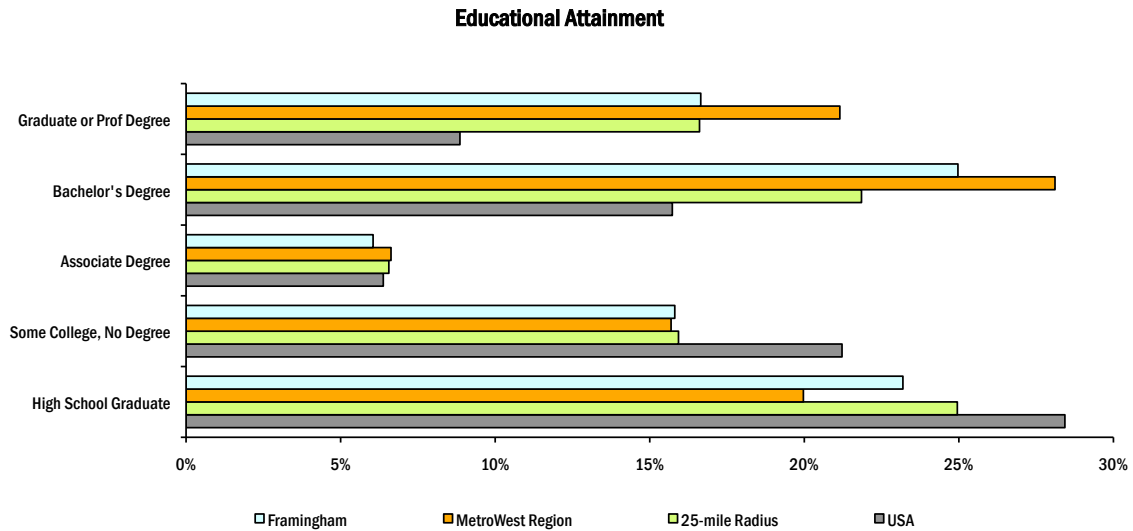
The MetroWest Region is considered to be a significant part of the Boston area.



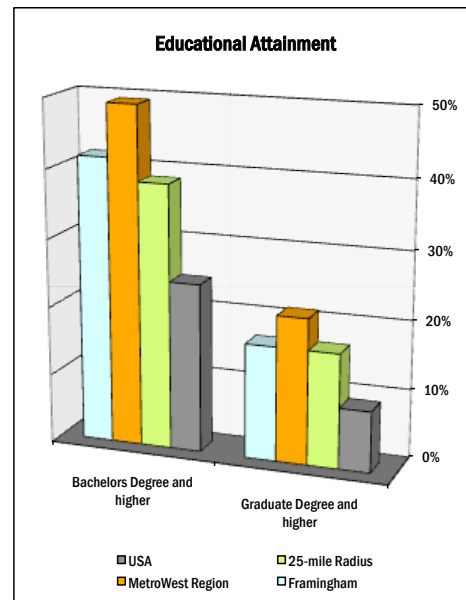
Overall, there is a higher than average number of adults aged 35 to 54 in all segments of the market. More specifically, a comparatively higher concentration of children (age 17 and under) and adults (age 35 to 54) live in the MetroWest Region, indicating that the area is home to more families than Framingham and the larger radius.

Framingham, however, has levels of empty-nesters and older adults that are on par with the region and nation, but a lower than average proportion of children. Though it is slightly lower than average, there is a young adult population in Framingham. This group includes a small college population. At Framingham State College, there are approximately 6,000 students enrolled and after a slight enrollment decline from 2003 to 2006, figures are gradually rising. Enrollment at Mass Bay Community College's Framingham Campus totaled 1,955 in 2006. College facilities and needs are detailed in later chapters on facilities and uses and users.

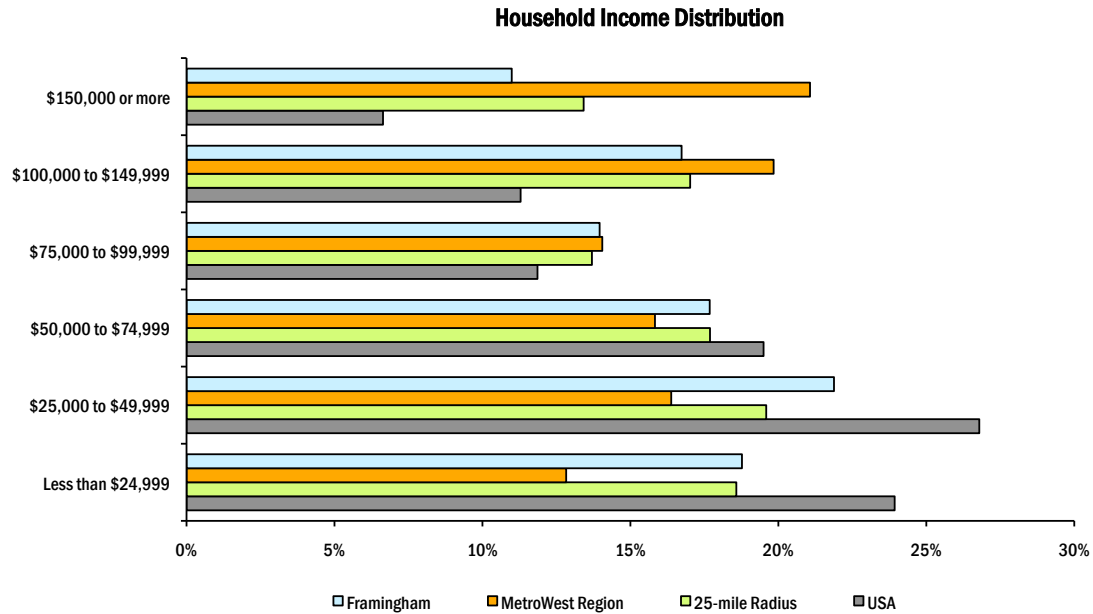
2. Social Characteristics



The three market segments are highly educated as compared to the national levels, with more than 35% of residents holding at least a Bachelor's degree. The MetroWest Region has significantly higher levels of attainment, though Framingham's levels are notable.



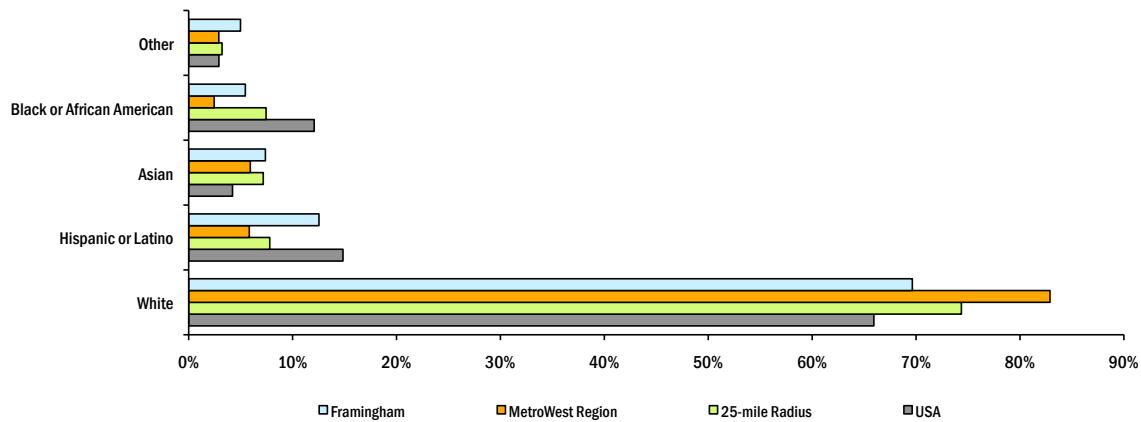
3. Economic Characteristics



Like educational attainment, income levels in the MetroWest Region as a whole are higher than the Town, 25-mile radius and the nation. Income levels in 25-mile radius and Framingham are comparable to each other. More specifically, approximately 40% of residents earn less than \$50,000 and approximately 12% earn more than \$150,000 in these areas.

4. Diversity

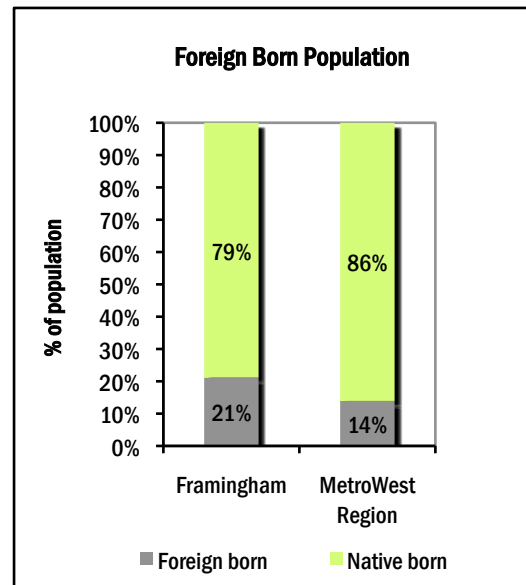
Racial Distribution



Overall, the market areas are not very diverse, though Framingham includes more diversity with a comparatively large Hispanic/Latino population as well as a notable level of residents with other ethnicity. The concentration of Asian residents in Framingham and the 25-mile radius is nearly identical, and significant as compared to national levels.

More importantly, Framingham is known within the Boston region for having a large immigrant population, specifically those of Brazilian and Indian decent. Downtown Framingham is home to many Brazilian small businesses and has developed a bit of an identity in this regard.

In 2000, 21% of the total population in Framingham was foreign born according to the U.S. Census. (Claritas does not project this variable). Of the foreign born population, more than half were from Latin America with a large concentration of those being from Brazil alone (approximately 7% of the total population).

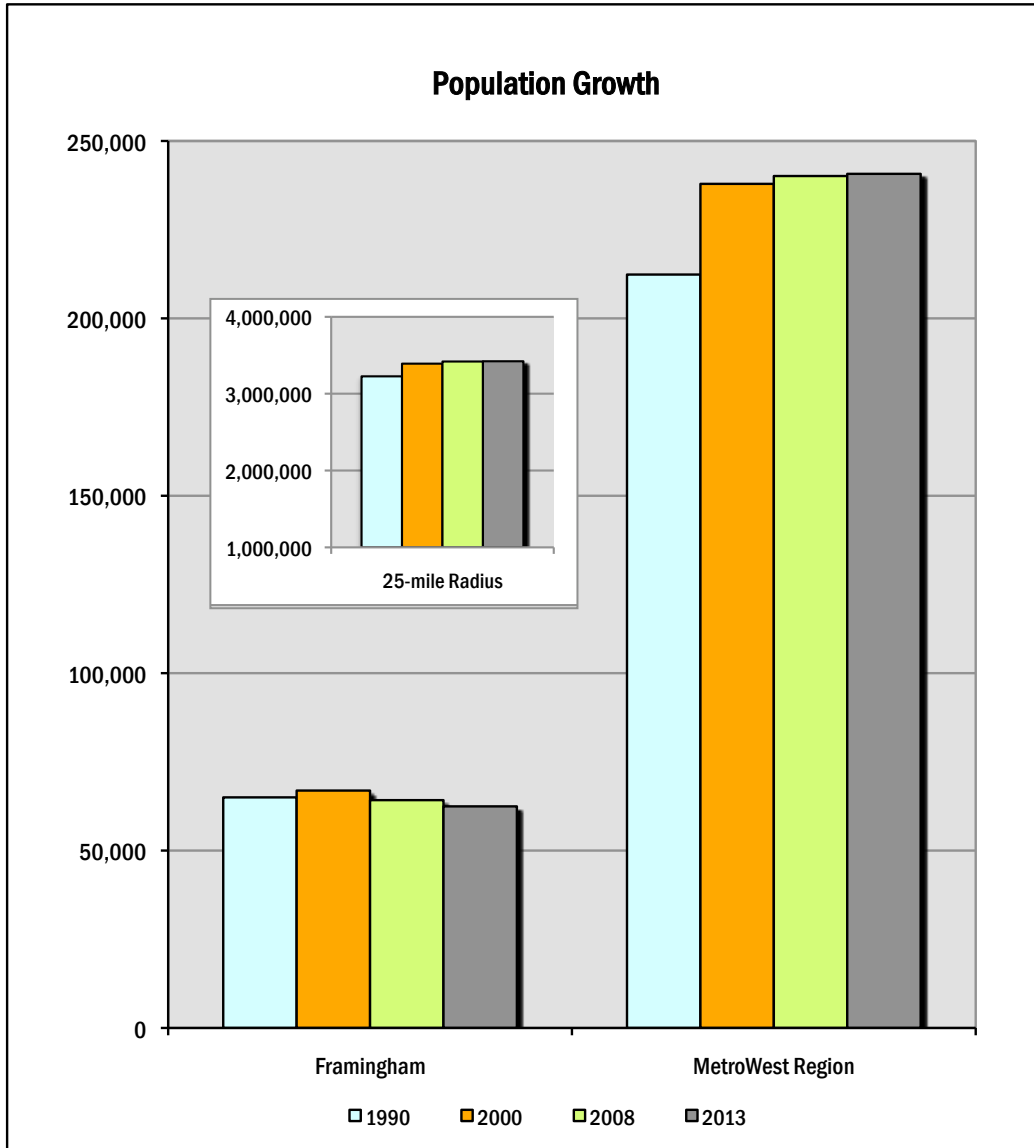


Throughout the course of our research, interviewees indicated that there are an additional 5,000 to 10,000 Brazilian residents who are undocumented and not included in Census figures. And a town employee estimated that approximately 26% of the current population is foreign born.

The MetroWest region has a smaller but slightly more diverse immigrant population than Framingham.

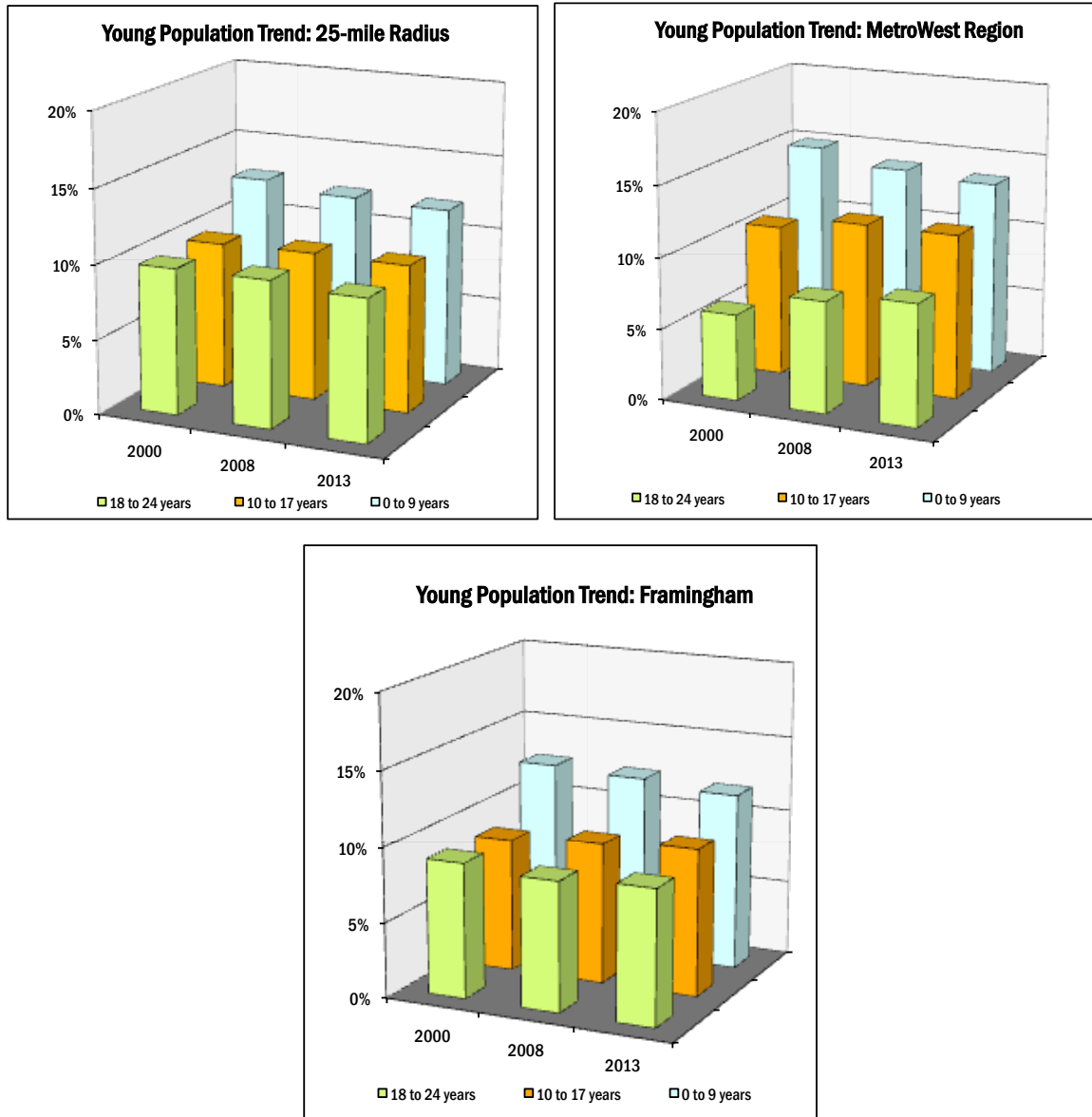
Market Trends

1. Population Growth

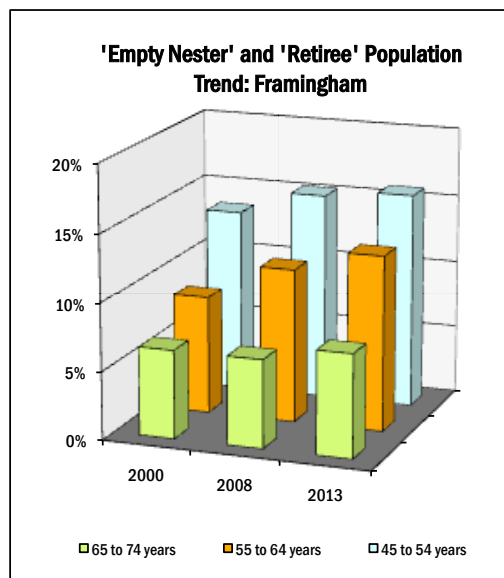
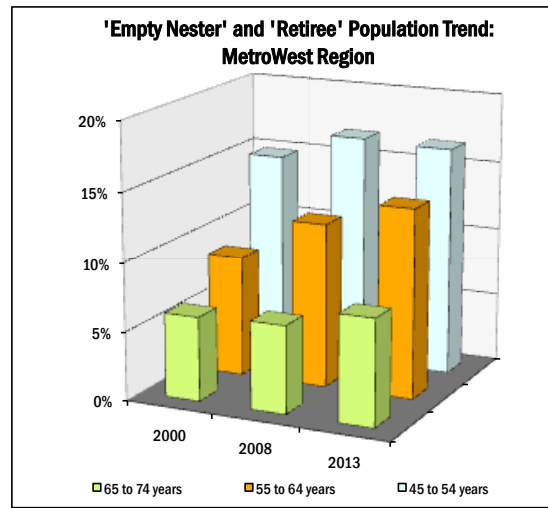
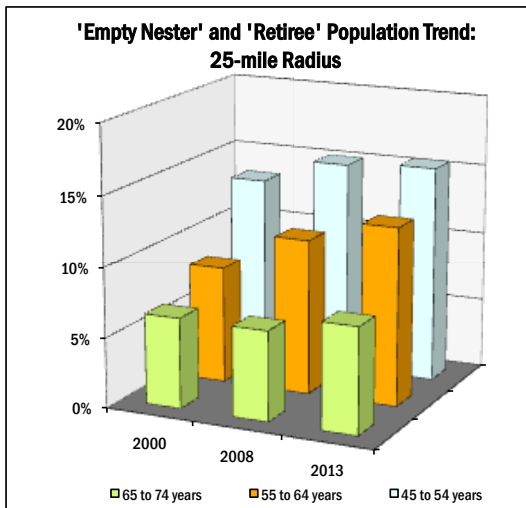


Within all market segments, the population grew slightly from 1990 to 2000; however, since then, Framingham's population has seen a steady but minor decline of approximately 3% each year. Populations within the MetroWest Region and the 25-mile radius are expected to increase very slowly.

2. Age Trends



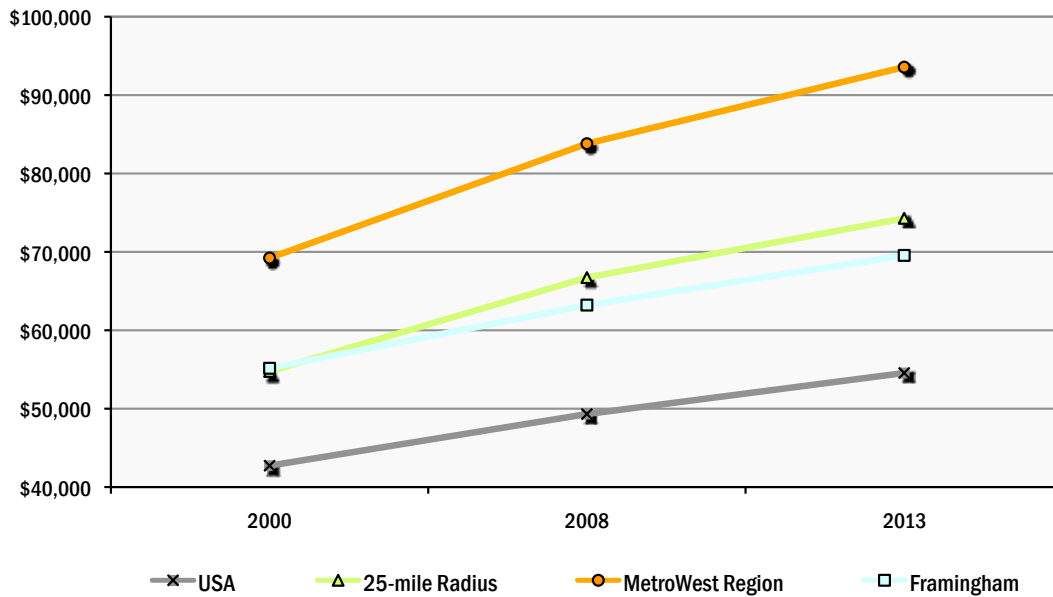
Trends within the young population (0-24 years) vary between the three markets; however, a slight decline among youngest children is consistent throughout. This modest decline in the young population is also mirrored by school district enrollment figures. Limited growth is anticipated for the 10 to 17 year-old and 18 to 24 year-old age groups in Framingham and the 25-mile radius, while the young adult population in the MetroWest Region is expected to increase.



All three market segments share a consistent increase in the proportion of 'empty nesters' and 'retirees'. This is not surprising since national trends show this population segment will continue to increase in the coming years, until the nation's substantial baby boomer population becomes elderly.

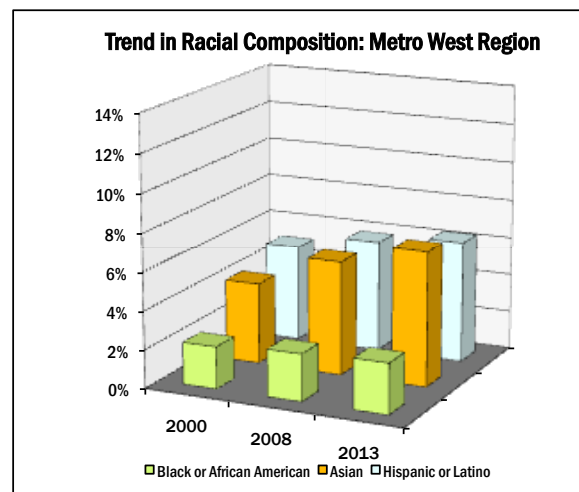
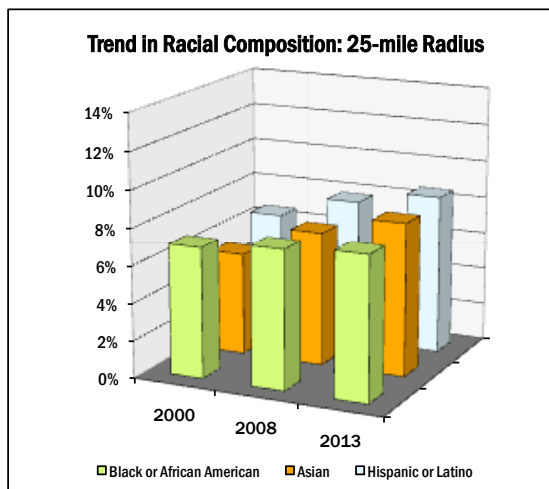
3. Household Trends

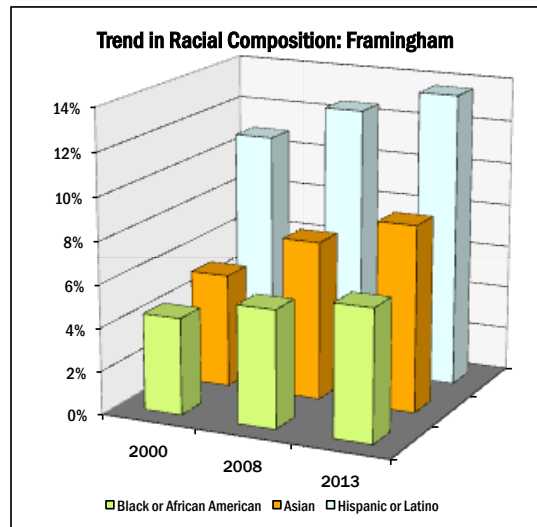
Median Household Income Trend



Median income levels have generally been rising at a similar rate within all market segments. The MetroWest Region has a significantly higher median income than the other market areas that will continue to grow at comparably higher rates. The median income level for the larger region will continue to outpace that of Framingham, which has slowed since 2000.

4. Race Trends





Framingham will become increasingly diverse in the coming years, with significant growth in the Asian and Hispanic/Latino segments—particularly when compared to the other regions. In Framingham, the higher percentage of the Hispanic/Latino population can be attributed to the large number Brazilians in the community. However, it is important to note that anecdotal research has indicated that the number of Brazilian residents is declining due to their migration back to Brazil. This is likely due to challenges concerning Brazilian’s inclusion within the Framingham community as well as the improved economic climate in Brazil, which provides a higher quality of life.

Visitors and Tourism

Neither the Town of Framingham nor the MetroWest Region Chamber of Commerce track tourism figures; however, we do know that in 2007 Massachusetts attracted approximately 22 million tourists. Of these tourists, about 92% were domestic travelers and 8% were international.

Now more than ever, cultural venues have good ability to attract out-of-towners who research and plan attendance via web-based resources. But in terms of visiting audiences, Framingham will be competing with Boston cultural venues. Framingham does have potential to attract cultural tourists, but should not rely on these audiences due to:

- Significant competition for cultural tourists, particularly in downtown Boston
- Travel time between Boston and Framingham
- The length of walk from the Framingham Train Station to Nevins Hall, which is perceived to be long for suburban residents as they are not able to see the hall from the train station. Residents also speak of a stigma associated with the Framingham downtown environment.

Market Summary

Framingham's most unique market characteristic is its diversity—a trait that it is known for throughout the Boston region. This diversity not only exists in terms of race and background but also in terms of income levels and status. Many residents speak of diversity in terms of the North and South Framingham divide, economic status, cultural background, local businesses and trade. As one resident said, “We are three towns in one with rural working farms, a strong suburban component and a former manufacturing area that has become urban. We’ve got world class firms, major corporations and immigrant-run small businesses.” But some residents do not embrace the varied populations and note that there is some animosity toward the large Brazilian population, particularly when it comes to their large downtown presence. Some portions of the community do not seem to feel welcome there due to a concentration of Brazilian immigrants. Regardless, Framingham's diversity has implications as we consider potential for the market to support additional arts activity.

Overall, the market analysis leads us to offer the following key conclusions regarding the Town's likelihood to support additional arts activity, specifically live performance.

- **Today's audiences demand social and interactive engagement:** Most performing arts audiences today are drawn to offerings that include some opportunity for social engagement. Macro trends in arts programming and participation suggest growing demand for more integrative, interactive experiences.
- **Positive market demand for diverse programming:** Current demographics suggest that residents in Framingham have good propensity and ability to support traditional performing arts programming, with higher than average levels of educational attainment, but these offerings should specifically target and serve many segments of the community. Some segments are more likely to respond to affordable, populist (non-elitist), culturally-specific programming, while others will be drawn to more exclusive and traditional presentations.
- **Key audience segments:** Key audience segments include families, empty-nesters and retirees, and culturally-specific populations, particularly the large Brazilian population.
- **MetroWest Region includes likely audiences:** The MetroWest Region as a whole includes more likely audiences for traditional performing arts offerings, with higher levels of educational attainment and income levels. While that population will not significantly grow in the coming years, it will be come more diverse.
- **Regional tourists as audiences:** While the market data alone does not suggest that Nevins Hall can rely on attracting tourist audiences, if Nevins Hall hosts high-profile performances (those with recognizable names) or if the area comes to offer a unique ambiance and experience, the venue will be more likely to attract visitors as audiences.

6. existing facilities

An examination of the current inventory of facilities, and their, use, condition and availability is also key to this analysis. Nevins Hall is a large capacity venue capable of accommodating many different types of uses and users—as a result, we have compiled and closely examined three sets of facility inventories:

- Large-scale regional venues with 950-seats or more that host live performance on a regular basis.
- Performance facilities located in and around Framingham.
- Meeting and Banquet space in Framingham and nearby communities.

The capacity used for Nevins Hall in this analysis is 1,792, its current legal occupancy, while the true capacity of the hall is 2,200.

Each inventory, included as Appendix A, considers the physical features and types of activity hosted within each space. Each facility has been rated using 8 variables. These include:

1. Facility condition
2. Staff and support
3. Theatrical functionality
4. Room acoustics
5. Customer amenities
6. Performer amenities
7. Atmosphere and character
8. Suitability for users

Variables are rated on a scale of 1 to 4, higher being best. Building condition and staff and support categories carry the most weight. Some of these facilities have been visited, most regional ratings are self-reported or based on anecdotal information and interview input.

Large Regional Venues

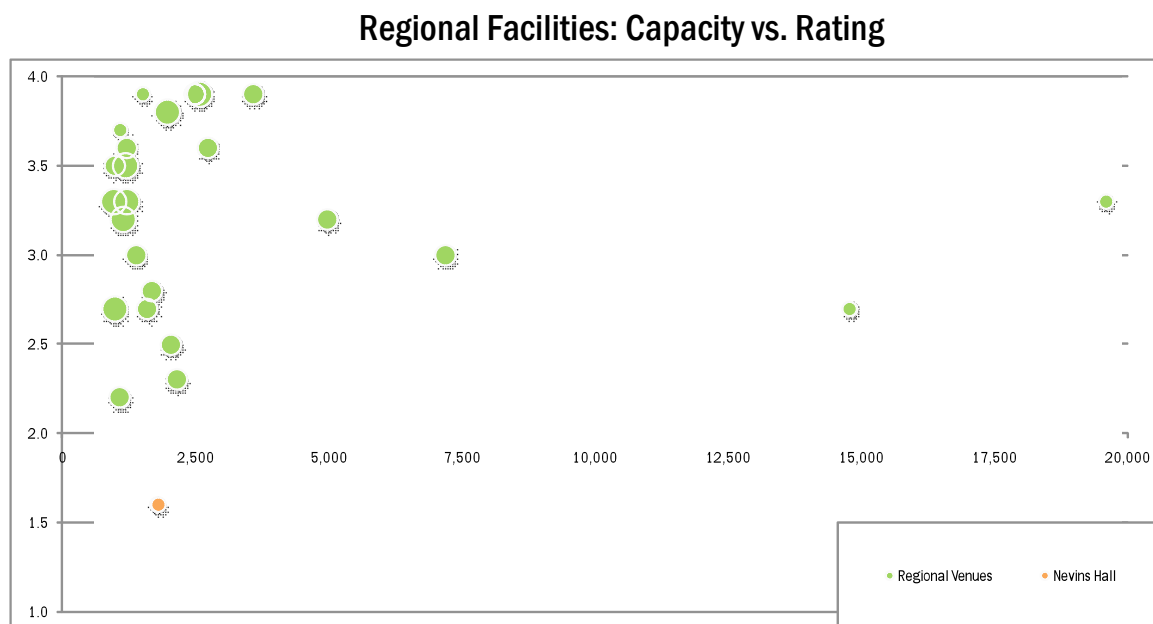
In the region, there are 26 venues with more than 950-seats that currently accommodate live performance on a regular basis. Their capacities, features, and types of activity are detailed in Appendix A.

This inventory indicates the following:

- 20 of the 26 spaces have capacities of between 1,000 and 3,000. Nearly one-quarter are between 2,000 and 2,750 seats.

- 5 (19%) have a café or restaurant.
- 4 (15%) include multiple performance venues or performance spaces.
- 4 (15%) have dedicated rehearsal space and very few offer flexible seating.
- Rental houses dominate the market: 73% of venues are rented by outside presenters and promoters for commercial concerts, Broadway productions, and more.
- Few theaters are used for producing work, and 27% are used for school or college activities.

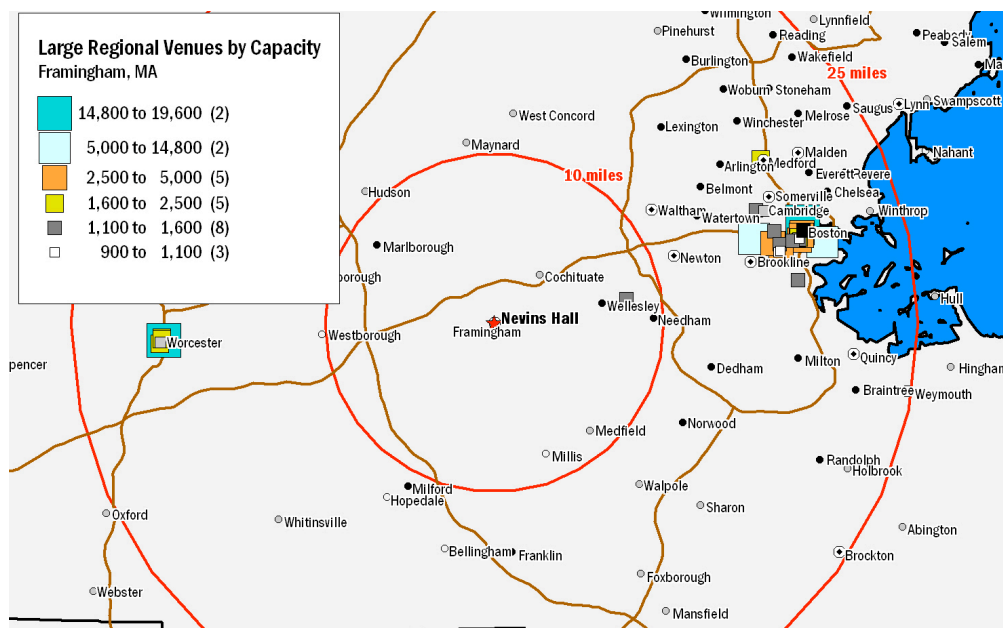
The following graph compares the seating capacity of each venue to the overall rating of each facility. The size of the bubble correlates to the number of activity types accommodated in the given space.



Overall, there is an adequate supply of high-quality large-scale facilities, particularly those that host presenting. In fact, nearly every large theater within the 25-mile region received a rating of good or excellent. Many of these facilities are Broadway houses, concert halls, and university performing arts centers including those within Boston and Worcester. Nevins Hall received the lowest rating on the list. This is attributed to the mediocre acoustics and the lack of theatrical functionality, amenities, dedicated staff and support space.

Many of the regional facilities are well-equipped historic venues including the Hanover Theatre, Orpheum Theater, Chevalier Theater, and the Schubert Theater. Despite its low rating, Nevins Hall is unique in that it is one of the few historic theaters in the region with a flat floor and the ability to accommodate flexible seating.

The following map depicts the location of large-scale facilities, showing where these facilities are located, showing that Nevins Hall has the potential to be the only large scale performance venue between Worcester and Boston.



Local Performance Venues

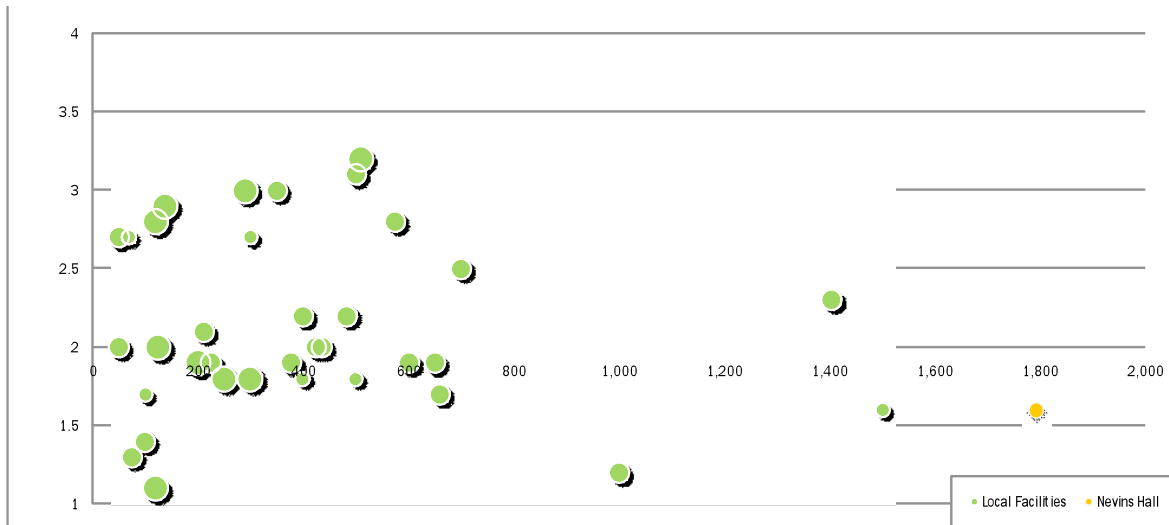
Including Nevins Hall, there are 37 venues in Framingham and the nearby communities that currently accommodate live performance on a regular basis. For the purpose of this study, facilities have been inventoried in the communities of Framingham, Sherborn, Natick, Southborough, and Ashland. Their location, capacities, features, and types of activity are detailed in Appendix A.

This inventory indicates the following:

- 4 of the 37 spaces have capacities over 1,000. Nevins Hall is the largest facility in the local market.
- 25 (68%) of these facilities are located at schools, churches or libraries—these are spaces suitable for internal programming but not ideal for external rentals.
- 4 (11%) local facilities have fly-space, including the Civic League, Ashland Middle School, Framingham State College Auditorium and Walnut Hill.
- Most facilities have program/rehearsal space or other event space.
- 59% of facilities are rented by local arts organizations.
- No facilities present Broadway or off-Broadway productions and only 11% of venues present theater.
- Only the Civic League is regularly available to outside presenters and promoters.

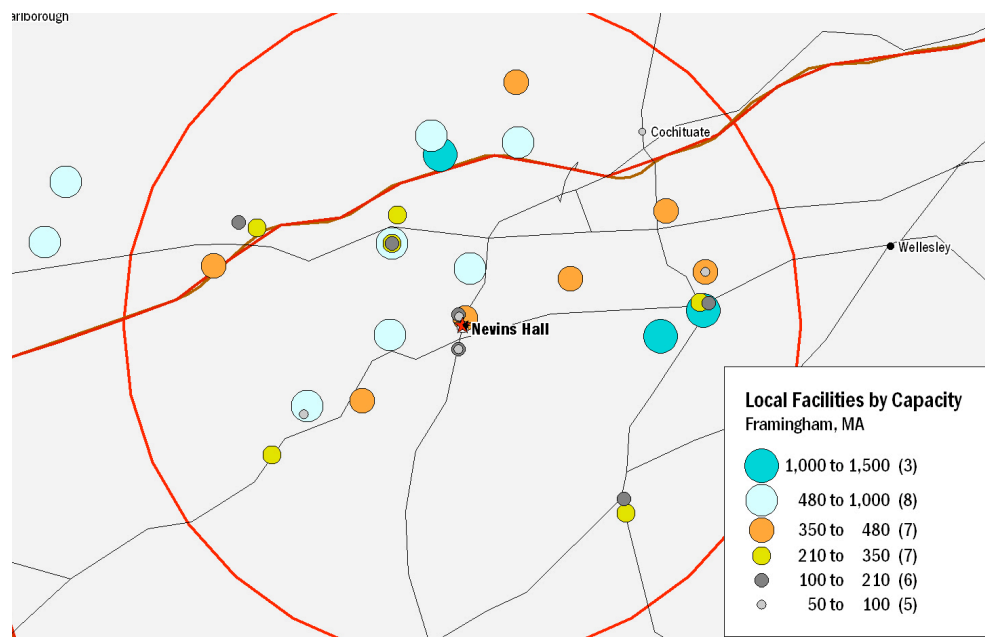
The following graph compares local facilities by capacity and rating. Here again, the size of the bubble correlates to the number of activity types accommodated in the given space.

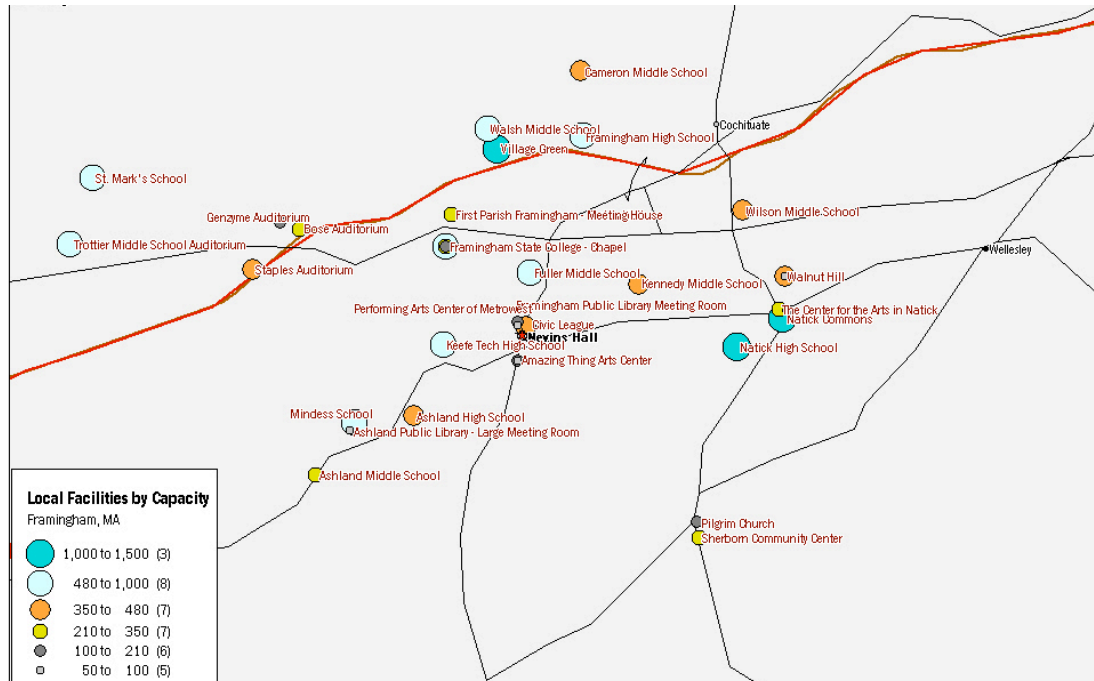
Local Facilities: Capacity vs. Rating



There are many smaller venues in the local market in a range of conditions and sizes, but few are well-equipped to accommodate live performance. And there are no large theatrical spaces in the area. Although regularly used for cultural events and live performances, both the Village Green and Natick Commons are incapable of accommodating events year-round and lack proper facilities and infrastructure to accommodate certain types of presentation. Natick High School, the only well-equipped large-scale venue in the local market, is in high-demand and has low availability for outside users as school programs take precedence.

The following maps plot the location of local facilities. Nevins Hall, noted with a star, is the largest of all of these venues with a legal capacity of 1,794





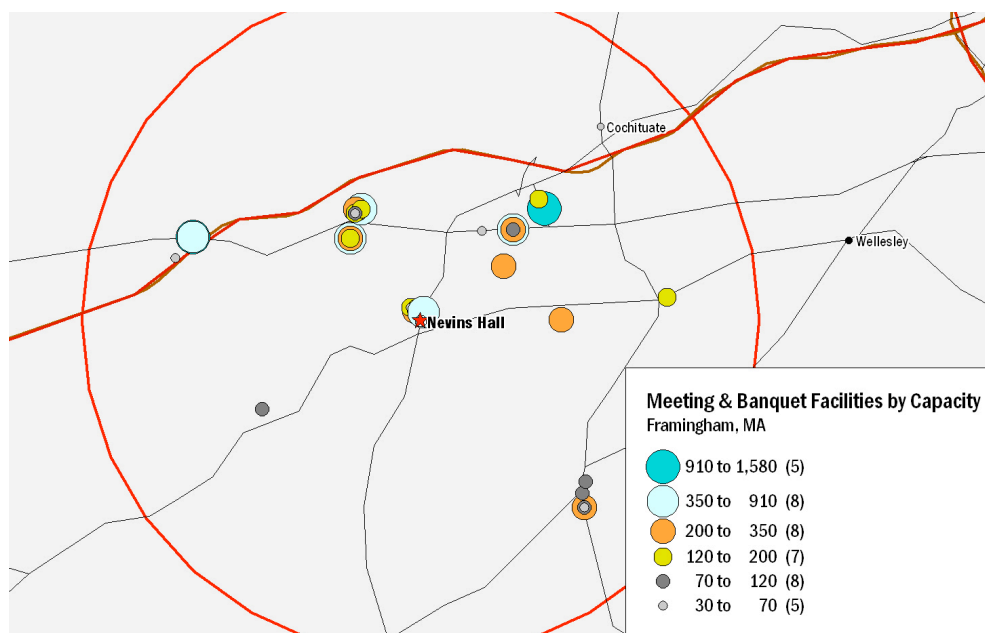
Meeting and Banquet Space

Finally, Nevins Hall is sometimes used for receptions and community events. As a result, it is helpful to understand the types and number of spaces that accommodate these kinds of uses in Framingham. The following inventory reflects our review of meeting and banquet space in Framingham, informed by internet research as well as conversations with local event and hotel planners.

meetings and weddings. In-house catering is required at both of these spaces, often escalating the cost of events. Nevins Hall's current facility manager notes that some groups find the venue attractive because it is affordable and because renters can bring in their own food.

In accordance with the Building Code, Nevins Hall cannot accommodate large groups when alcohol is served. When alcohol is present, the venue is legally considered a "function hall", and capacity is restricted to 533. The Framingham Civic League, located just up the street, is similar in size with a capacity of 400. But Civic League leadership indicated that the space is underutilized for meetings and events.

The following map indicates where these facilities are located.



Summary of Existing Facilities

Assessing the supply of regional and local facilities, as well as banquet and meeting spaces, has led to the following observations:

- **Lack of proper performance spaces in Framingham:** There is a lack of proper performance space in Framingham. The existing inventory indicates a lack of facilities with wing space, fly-space and backstage support space, as well as up-to-date lighting and sound systems. This gap is somewhat filled by the Framingham Civic League and local public schools. But these spaces have limitations – public schools have extremely limited availability, and the Civic League is inadequate for larger productions and events.
- **Other large regional venues better equipped and staffed:** Demand for large performance venues is evidenced by the recent influx of large performance spaces. Nevins

Hall is distinct in that it is the largest regional space, but other regional facilities comparable in size are dramatically better equipped and staffed.

- **Lack of community-oriented space:** Hotels dominate the banquet, meeting, and event space market. There is a lack of alternative, affordable large-scale banquet and meeting spaces for community-oriented events, nonprofit fundraisers, banquets and weddings.
- **Nevins Hall complements existing downtown venues:** There are already a few performance venues in downtown Framingham. Nevins Hall can complement these venues due to its size and given appropriate programming.
- **Framingham State College Theater:** Framingham State College has quality performance facilities and presents distinct programming, including concerts, opera, and a speaker series. The College's 509-seat theater recently reopened after a significant renovation, which reduced the capacity from 800-seats to its current configuration.
- **MetroWest residents travel to Boston:** The large inventory of Boston venues and input from local organizations suggests that this community is accustomed to attending evening events in Boston. New Boston facilities such as the recently reopened 1,223-seat Wilbur Theater and the 2,500-seat House of Blues (opening February 2009) indicate that this demand continues to grow.
- **Potential competition from casinos:** In the coming years, the regulation governing where and how casinos can operate is likely to change given the current economic climate. As a result, new casinos may potentially be coming on line in and around the region. Once online, casinos will certainly include showrooms similar to the size of Nevins Hall and other regional venues. These facilities will be high-caliber and should be expected to actively compete for programming and audiences.

7. uses and users

One of the most compelling factors around our examination of the potential renovation of Nevins Hall concerns demand on the part of potential uses and users.

Local Input

Our study included a series of in-depth, in-person interviews with representatives from a number of local residents and organizations. Following are a few key themes and observations that came out of these meetings and phone conversations, which took place between July and September of 2008:

- **Framingham's notable cultural community:** Framingham includes a notable cultural community, including the new Amazing Things Arts Center, Performing Arts Center, Civic League, Danforth Museum, Historical Society, two artist studio facilities and more. START has begun to strategize how to support and grow this community, but artists and arts organizations suggest that more work is needed in this regard.
- **Local organizations and programs:** The number, type and programming of local cultural organizations and programming seems to be affected by the facility inventory. For example, a local theater company might organize if there was appropriate, available and affordable space for rehearsal and performance. And existing organizations might improve or expand programming given updated or larger space. But existing organizations are not optimistic about fundraising for improvements or expansion, as a large proportion of local dollars are said to be regularly directed to Boston. As a result, there is a belief amongst some that the Town should support cultural infrastructure in more direct and meaningful ways.
- **Potential for more cultural activity:** Interviews with a cross-section of the local community indicate that there is a market and need for additional cultural opportunities, but there have historically been challenges in bringing ideas to fruition. Some hope that Framingham can latch on to the creative economy brand that state leadership is currently investing and promoting. In fact, on October 9, 2008, Massachusetts Governor Deval Patrick signed into law a bill to create the first statewide Creative Economy Council to advise the Secretary of Housing and Economic Development on best strategies to grow the state's creative economy.
- **Community connection to Nevins Hall:** There is general attachment to Nevins Hall as a community venue and piece of local history. To that end, there is a hope that Nevins Hall may host more community-oriented events and help to solve a problem of community divide that exists in Framingham.
- **Current condition and management:** Past and potential users of Nevins Hall are frustrated with the management and availability of the venue, along with "loose" policies and procedures. The physical condition and layout of the venue also deter use by community groups, particularly the lack of air conditioning and need to enter a government building to get

to the venue. The downtown location is also currently a deterrent for some users and visitors, due to the large Brazilian population, lack of parking, traffic issues and more.

- **Municipal purpose:** Nevins Hall is just one room within a large municipal center. On any given weeknight there are multiple meetings going on elsewhere in the building. This traffic and need to limit noise in order to accommodate multiple building functions affects utilization of the Hall. In addition, the Hall must continue to serve as a municipal venue. It accommodates community events (elections, Town Meeting and others) that do not generate revenue but will continue to occur and take precedence.
- **Sustainability:** A number of community members feel that if Nevins Hall is to be renovated, it should be a self-sustaining operation. A self-sustaining operation would certainly be ideal. However, the current operating environment in Framingham, particularly given the challenges of local organizations and other capital and endowment campaigns, suggests that this is not likely. In addition, independent fundraising from the community may be difficult due to a perception that Nevins Hall is a Town venue.
- **Town-sponsored cultural programs:** Many Town-sponsored cultural programs are currently produced and presented by the Town Department of Buildings, which has many other responsibilities. These events, including a summer concert series at Village Green, are quite successful in spite of the Department's primary focus on the condition and maintenance of Town facilities. The summer program is funded through the generosity of local businesses, but the department director stops fundraising once his goal is met. He believes there is potential for expanded activity and additional fundraising in this regard.

Local Demand

A few of the groups interviewed in support of the study may have an interest in utilizing Nevins Hall as performance space if it is better outfitted. Others are supportive of the idea of its renovation and would be interested in collaborative programming.

- **Framingham State College:** There is great potential for the Town or an operating entity to partner with Framingham State College and host events that attract the college population. College representatives encourage programming that targets young adults and would help to transport students downtown for performances. The College may use a renovated Nevins Hall for its annual fundraiser, graduation or perhaps for a portion of its annual speaker and performing arts series. At minimum the College would require improved staffing and sound technology in order to consider utilizing Nevins Hall.
- **Community Meetings and Events:** There is anecdotal demand for flexible meeting and event space. The library meeting room (with a capacity of 80 to 100) turns away users and other organizations that have need for large capacity space to hold special events. Some local corporations have their own meeting and presentation venues, but capacities are limited and Nevins Hall can support larger-scale meetings and events.
- **Touring Entertainment:** A few local presenters and promoters are interested in utilizing a renovated Nevins Hall, provided it has the proper equipment and infrastructure to

accommodate these events. Another concern is security requirements for popular presentations, which can sometimes be a significant expense.

- **Framingham Library:** The Framingham Library also has interest in utilizing larger, well-equipped performance space for some presentations and events. There is potential for a programming partnership as well.
- **Local Arts Organizations:** A few local arts organizations would likely use new performance space, but their needs are for smaller-scale space to support occasional performances.

Regional Demand

The current facility manager noted that several years ago, representatives from the Boston Ballet visited Nevins Hall when in search of a regional venue to use for run-out performances. Another interviewee indicated that the Boston Symphony performed at Nevins Hall many, many years ago. Given this past and somewhat recent interest, a survey was issued via email to 25 regional performing arts organizations in Boston and New England.

Responses were received from four regional organizations. Though this is a limited pool, it is important to note that three mid-size organizations do utilize venues in Boston as well as in suburban areas that help them reach a suburban audience. However, they would not need a space as large as Nevins Hall and would rather utilize a 600 to 1,000-seat venue. These organizations indicated that they have a healthy contingent of audiences from the MetroWest Region, and that it might make sense to perform in the area once or twice a year. However, any major Boston cultural group would likely need a large stage space. Additional needs may include a piano, orchestra pit, wing space, simple load-in and load-out, quality acoustics and related technical equipment.

Presenting and Touring Product Potential

Framingham is located in close proximity to a number of large venues that host significant touring product such as headliner talent, Broadway-type shows and other popular entertainment. As a result, there is already great competition for these acts from venues in Boston, Lowell and Worcester in particular.

To assess potential for Framingham to attract these types of touring artists and productions, we spoke with several presenters and promoters in Boston and Worcester. Their input, and our own experience working with similar facilities in the region and around the country, indicates the following:

- **Competition from other venues:** Framingham would be in direct competition with Worcester for touring Broadway shows, and Worcester will continue to have a distinct advantage in this regard. Without an established audience base, and identity distinct from Boston (particularly in terms of media outlets), it is going to be difficult for Framingham to compete for high-profile touring product.
- **Technical labor pool:** Other facility managers indicate that the region's base of technical labor is stretched. They suggest that it would be a challenge for Framingham to attract the

size and quality of labor pool necessary to facilitate larger-scale productions and presentations. A local actor challenged this statement, suggesting that there are a large number of unemployed technicians at any given time. It may be that these technicians are not union members and it is likely that Nevins Hall would be required to hire union personnel if it does ever accommodate large-scale productions.

- **Competition from casinos:** As mentioned in the previous facilities chapter, casinos are likely to be developed in the coming years, given the current economic environment and expected need for increased tax revenue. These venues will also be competing for touring product and will have the ability to pay more for acts than other regional facilities.
- **Opportunity to program to unique populations:** It is likely that the best opportunity is for Framingham to “counter-program” with unique touring programs that serve the town’s diverse population segments and pockets such as the local college population and ethnically-specific populations.
- **Broadway potential:** While a large number of regional venues already present Broadway, JAM Theatricals is a Broadway producer and promoter that has been attempting to develop a presence within the New England market for many years. Last year JAM was in negotiations with the Hanover Theatre in Worcester to present a Broadway series there, but facility operators opted to work with another entity. JAM may be interested utilizing a venue in Framingham given the right access and demographic. However, they will require significant loading facilities, technical equipment, backstage space, fly space and other amenities.
- **Experience and slow growth are critical:** Developing any presenting program and associated audiences will be a slow process that should be carefully managed by an experienced programmer—and this is a risky venture. Its success is not guaranteed by an expensive renovation.

Uses and Users Summary

Overall, there is demand for a performing arts venue that can accommodate a mix of community rentals. There is also an opportunity to host additional presenting programs, particularly those that are offered in partnership with other community organizations:

- **Local Demand:** There is some demand for space on the part of local users. A chart included in Appendix B summarizes demand quantified from this research effort. In total, interviewees indicated demand for:
 - 12 annual uses for 250 to 400-seat performance space with appropriate back stage accommodations, technical systems and acoustics.
 - 4 annual uses for a 600 to 900-seat venue with similar features.
 - 32 annual uses of a large scale, well-equipped facility for live presentation on the part of local producers, promoters and presenters as well as community organizations like the Library and Framingham State College.

- 15 uses of a large scale, well-equipped facility for special events such as fundraisers, civic events and weddings and banquets.

This does not include any utilization for Town Hall and other civic meetings, which could reasonably represent 25 to 30 uses.

- **Touring activity:** There may be an opportunity for Nevins Hall to accommodate some touring artists and productions, specifically presentations that target the Town's diverse population segments. This effort should build on the success of events like the summer concert series at Village Green with performances that target families, Hispanic/Latino, Brazilian and other key population segments. Large scale touring presentations will be a challenging and expensive proposition, given the physical and organizational infrastructure that will be required to facilitate this activity.

8. community benefits and impacts

Framingham is working to establish identity within the MetroWest Region and larger metropolitan area. Community priorities tend to focus on economic development, downtown development, related land use issues and enhancement of quality of life. These priorities are evident in a number of Town initiatives and plans.

More specifically, the Framingham Downtown Renaissance is committed to downtown economic development, having commissioned two recent studies that detail priorities and visioning for downtown Framingham. These studies suggest that the downtown core has the ability to sustain many types of businesses as well as residents and more. Existing plans and initiatives address:

- Streetscaping, pedestrian and façade improvements.
- The establishment of mixed use space and residential units.
- Road and transit enhancements.

Increasing the utilization of Nevins Hall as a venue that accommodates varying types of uses and programs—at the center of the Framingham community—is very much in line with these goals and initiatives around economic and downtown development. Framingham Downtown Renaissance and the Town of Framingham, as a whole, seems to be cognizant of potential benefits of added arts activity. The question of investment in Nevins Hall is derived from a sense that increased cultural activity will support the redevelopment of downtown.

There is certainly potential for Nevins Hall to build on synergy begun by the Civic League, Danforth Museum and more. As studies and many live-model examples have shown, a vibrant “arts town” attracts employees and professionals who want to live and work near cultural programs and activities, enhancing the workforce and productivity of existing businesses and industries. Arts facilities can provide opportunities for new and expanding businesses as well, building retail and commercial activity (foot-traffic) and improving attractiveness to other new businesses and industries. Businesses looking to relocate often seek culturally-diverse and exciting areas that can help them attract workers.

The arts are also an important economic driver. In 2002 and now in 2007, Americans for the Arts released updates to a 1994 study entitled Arts & Economic Impacts: The Economic Impact of Nonprofit Arts Organizations and Their Audiences. The findings from this study include a clear and welcome message: Leaders who care about community and economic development can feel good about choosing to invest in the arts. The study found that the average arts attendee spends approximately \$27.79 above the cost of admission when attending an event.

Nonprofit Arts & Culture Attendees Spend \$27.79 per person			
Category of Expense	Resident Audiences*	Nonresident Audiences*	All Audiences
Meals/Refreshments	\$10.77	\$16.35	\$13.00
Gifts/Souvenirs	\$3.32	\$4.78	\$3.90
Lodging	\$1.08	\$10.91	\$5.01
Child Care	\$0.34	\$0.33	\$0.34
Transportation	\$1.62	\$4.37	\$2.72
Other	\$2.40	\$3.45	\$2.82
	\$19.53	\$40.19	\$27.79

*Residents are attendees who live within the county in which the cultural event occurred; nonresidents live outside of the county

Source: Arts & Economic Prosperity III; Americans for the Arts

The arts also have other benefits. For example, community pride, social enrichment for citizens and quality of life are all real effects of the arts. In addition, the educational benefits to adults and children alike can be significant through partnerships with local educational institutions, individual participation or exposure to new ideas and cultures. An improved Nevins Hall will also support the development of Framingham's arts community by providing space to local artists and arts organizations and providing a greater breadth and depth of arts opportunities for audiences.

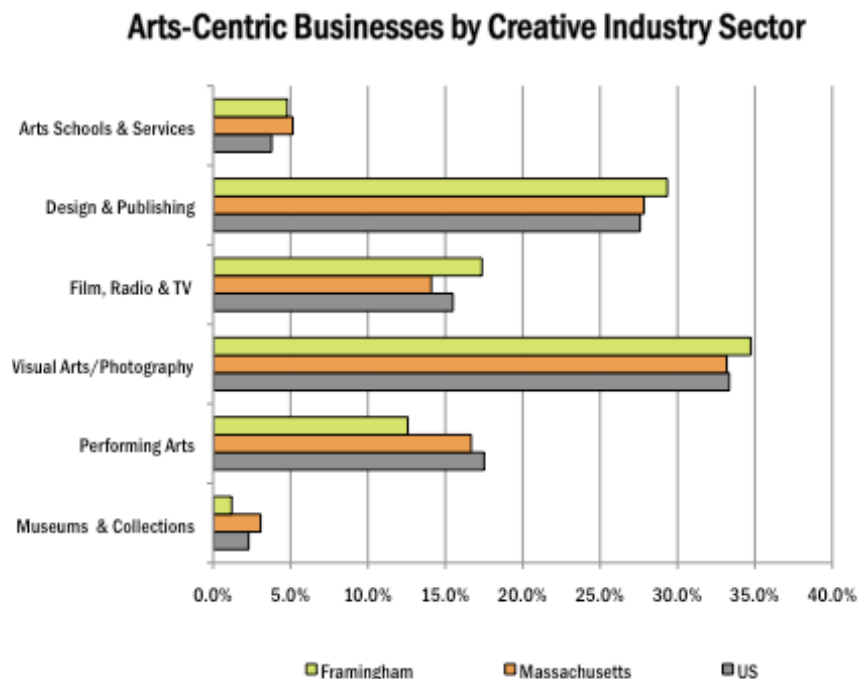
The Massachusetts Creative Economy Project

Developed by Governor Patrick, the Creative Economy Initiative is a project of the Massachusetts Office of Business Development. It is a broader creative strategy that goes beyond facility and cultural development. Valuing the creative sector's impact on the economy, the initiative provides support to 15,000 arts-related businesses across the state. Known as creative industries, they are composed of arts-centric businesses that range from nonprofit museums, symphonies and theaters to for-profit film, architecture and advertising companies. Working with organizations and government entities, the Massachusetts initiative seeks to set industry specific policies and think strategically about the creative economy. Programs create synergy between the creative economy and other industries, acting as an economic driver and revitalization tool.

A renovated Nevins Hall could potentially help Framingham develop its own piece of the Creative Economy. But in order for such an effort to succeed, Nevins Hall will need to represent one small piece of a broader strategy, as the success of the creative economy concept relies on synergy between nonprofit institutions, individual artists and commercial businesses in the creative sector.

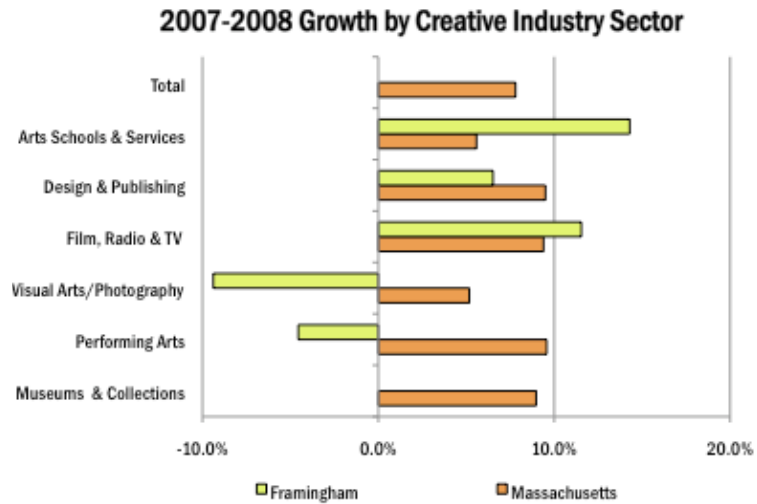
Data concerning the types and numbers of creative and arts-centric businesses in Framingham has been purchased from Americans for the Arts in order to understand the current situation and potential for growth in this regard. The data is considered a conservative estimate, as nonprofit arts groups and independent artists are under-represented (only Dunn & Bradstreet businesses

are included). But it is helpful to have a sense of how Framingham currently contributes to the broader creative economy.



Compared to state and the nation, Framingham's arts-centric businesses are similarly distributed by sector, except for the performing arts. Framingham has proportionally fewer performing arts businesses, according to these data.

The data also shows that Framingham did not experience growth in creative industries between 2007 and 2008. While the number of arts schools and services increased, the number of visual arts and performing arts entities declined.



Finally, Framingham has a slightly higher concentration of arts businesses per resident than the state, with fewer employees. However, the number of employees at these businesses increased by more than 17%.

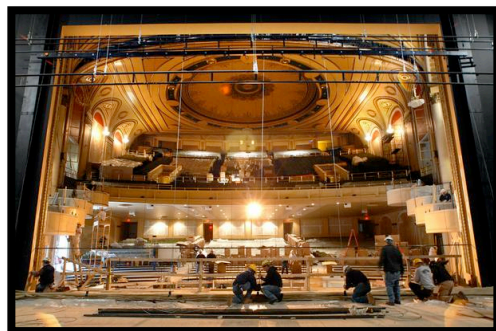
Creative Industries vs Population

	Framingham	Massachusetts
2008 Population	64,209	6,439,192
Arts Businesses (Per 1,000 residents)	2.60	2.40
Arts Employees (Per 1,000 residents)	10.95	12.05

These data indicate that Framingham is currently on track in terms its concentration of creative industries, but may be lacking in businesses and entities centered on performing arts.

Cultural Facilities and Downtown Revitalization

There are many great stories of venues and towns like Nevins Hall and Framingham where arts facilities have served as the centerpiece of downtown revitalization efforts. In fact, one recent example is located close to Framingham—in Worcester, where the Hanover Theatre has further inspired activity and growth downtown. The recently restored Hanover Theater for the Performing Arts (HTPA) is a 2,300-seat world-class performance venue. A renovation of the historic 1926 Poli Palace,



the Hanover has a proscenium stage, terra cotta façade, second-floor mezzanine, and professional sound and lighting systems. The building also received a new elevator, and historic cosmetic detailing. The \$31 million project (in 2007) also included a parking garage renovation, where patrons can park free. The Hanover is operated by a nonprofit organization, and presents an eclectic mix of theater, dance, music and cinema. The Hanover is also available to local arts organizations and for private events.

Two additional examples follow.

Garde Art Center, New London, CT

In 1985, a group of citizens formed the nonprofit Garde Art Center. First on their agenda was restoration of the Garde Theater, a historic movie house dating back to 1926 that was purchased for \$300,000 from Warner Brothers. The theater was immediately put back into working order and plans were made for large-scale future renovations.



Over the past 20 years, the Garde Art Center has become an "arts block" with four adjacent historic buildings all renovated into a multi-space center for arts, education, and community events. In addition to operating the restored 1,488-seat theater and presenting programs, the Garde also owns and manages the other buildings. The complex is the largest office, retail and entertainment complex in New London's history.

The four-story Garde Office Building, now attached to the Garde Theatre, was renovated to include expanded lobbies, function halls, the box office and the future offices of the Garde administration. The adjacent 3-story Mercer Building houses offices, a visual arts gallery, and a downtown campus for Connecticut College. There are plans to eventually convert an event space in the Mercer Building into a 200-seat theater. The single-story Meridian building is used as commercial office space and for stage support space. Across the street, the 5-story Dewart Building, a gift from People's Bank, houses offices for the Garde administration and the new Garde Institute for Creativity.

New London's economic peak was at the turn of the twentieth century. Although downsizing of defense contractors, specifically General Dynamics and Electric Boat, had taken the wind out of the local economy's sails, the Garde managed not only to thrive, but had an enormous impact on New London's economy and re-development.

Paramount Theater, Rutland, VT

In 1994, the Rutland Development Authority began a downtown redevelopment plan that sought to revitalize the downtown area and address the particular issue of a new regional mall in the suburbs of the community that was pulling both businesses and consumers away from the downtown.

The Redevelopment Authority approved a plan with the following components:

- The redevelopment of Rutland's original downtown mall.
- The development of a new inter-modal transportation center.
- Construction of a new office building for State government.
- New "streetscaping," with lighting, benches and landscaping.
- Renovation of the Paramount Theater to be a true community facility.

This historic theater was built in 1913 and played an important role in the development of the community, but had not been active since 1975. The theater sat empty and neglected for nearly a decade, until a nonprofit was formed to purchase the theater for use as a performing arts center. Ten years later, an adjacent building was purchased and an architectural plan was developed to unite the two buildings, combining modern amenities with a fully-restored, 850-seat historic theater. The total budget for the renovation was \$3 million.



The Paramount Theater now presents three-fourths of the shows at the theater, and the rest of the schedule is rounded out by rentals. Performances range from popular music (Gin Blossoms, Branford Marsalis) to local theater groups to movie screenings. There are three different programming areas: the Playhouse series, which includes comedy, dance, music, and weekend children's shows; the Broadway Series, featuring touring productions; and the Education is Paramount Series, which offers weekday shows for school groups.

More recently, the center has not been performing well financially, and the board has developed a plan to combat this trend. The theater is receiving more bookings and memberships, which is positive, but ticket sales have not been promising.

Despite financial setbacks, the Paramount still garners a lot of enthusiasm in Rutland, especially from business owners. The theater has brought an element of nightlife back into Rutland's downtown area, and local restaurant owners have noticed a marked difference in their business between "show nights" and other nights. This is very encouraging for the theater, as it also gains them the support of City officials looking to boost Rutland's economy.

9. market conclusions & facility recommendations

The previous findings lead us to overall conclusions and a number of facility recommendations and options.

Conclusions

There is a case for Nevins Hall to be improved based on the following:

- Community interviews and a review of the current state of the facility indicate that Nevins Hall would be more frequently used today given basic physical and operational improvements.
- There is a vibrant, diverse and dense population in Framingham, representing varying social, economic and cultural backgrounds. This population is likely to respond to community-based, culturally-specific and hands-on programming that also includes social engagement opportunities.
- There is a gap in the local facility inventory for a properly equipped, larger scale performance space.
- Nevins Hall, in its current configuration, is unique within the facility inventory due to its flat floor, which allows it to accommodate a variety of uses and users.
- There are a number of opportunities to animate Nevins Hall with community-oriented meetings and events, presenting programs (including film), banquets and special events, and some rentals on the part of the local and regional arts groups.
- An improved Nevins Hall has potential to augment Framingham's downtown revitalization efforts and contribute to regional economic development strategies and growth.
- Nevins Hall can certainly contribute to the development of a creative economy in Framingham (as part of a larger statewide effort) but this will require broader based planning and strategy, including further investment in other programs and facilities.

From our perspective then, Nevins Hall should be improved to better accommodate demand and to more effectively serve the Framingham community. This effort is currently beginning with minor improvements to the space including updated lighting, a new stage curtain, and a resurfaced floor.

There are three choices as to the level of investment that the Town might choose to make within the facility moving forward:

1. Basic improvements that build on recent updates to further improve access, technical systems, amenities and more.
2. Further interior conversion that addresses capacity and flexibility, allowing the venue to accommodate audiences of varying sizes, if possible.

3. Expand the stage and stage house to better accommodate and attract touring presentations and large regional arts groups.

These options are not mutually exclusive and can be implemented incrementally. They are described in more detail below.

Additional Basic Improvements

A number of improvements are currently underway in Nevins Hall. These include floor resurfacing, a new curtain, an updated lighting system and other physical alterations to improve accessibility per ADA requirements. These improvements will help Nevins Hall better accommodate its current uses and users.

However, a number of other facility upgrades will be required to increase basic utilization. These include the following, listed in order of priority and described in basic terms. Architects and theater consultants can better define and quantify these needs, suggesting for example, how far restrooms and a catering kitchen should be located from the venue.

1. Sufficient (as required by the American Disabilities Act) access to restrooms for audience members.
2. Access to nearby rooms that can serve as dressing areas. Proper dressing rooms are ideal, but basic space will suffice particularly in light of budget and architectural limitations. Dressing areas should be located adjacent to the stage with direct access to backstage.
3. Some storage space for facility equipment such as lighting, tables and chairs. The hall's flat floor area is currently used to store equipment behind pipe and drape. This is inefficient and of hindrance to potential users.
4. An HVAC system to improve heating and add air conditioning
5. The addition of a warming or catering kitchen within close proximity to the venue so that food can be easily transferred to the room for banquets or receptions.
6. Acoustical treatment that will allow the venue to be used for special events and live performance even if the venue is not full
7. The creation of a separate entrance to Nevins Hall, along with a visible marquee to bring identity to the venue within the large municipal center and to advertise offerings. This marquee does not need to be adhered to the building but could rather be placed out front.

These improvements are required to make the room more active, allowing it to better accommodate community events and meetings, banquets and special events, film and some live performance--primarily live music. However, it is important to note that increased utilization is also dependent on effective management and operations along with clear policies and procedures.

It would also be beneficial to begin to consider if and how occupancy restrictions might be altered given the presence of alcohol. Nevins Hall is unique in that it is the largest local venue able to accommodate meetings and events. With the addition of a catering kitchen, demand for these uses

will likely increase. But many of these potential users are likely to require alcohol service for large groups.

Extensive research was conducted in search of similar venues that have been outfitted to accommodate live performance. We were unable to find examples of facilities similar in size and function to Nevins Hall that have been upgraded to accommodate live performance. However, there are some precedents. Following are examples of Town Halls that have been converted to accommodate a variety of uses and users, primarily via cultural components.



Flushing Town Hall, Flushing, NY

Constructed in 1862, Flushing Town Hall previously functioned as a meeting hall, courthouse, police station, and village library. At a cost of \$8 million, the Hall underwent a 10-year long renovation, reopening as a performing arts center in 1999. The facility houses visual arts exhibition space, a 340-seat theater and administrative offices. The Main Theater has a flat floor configuration with flexible seating and can be reconfigured for banquets, community events, and weddings. An adjacent outdoor garden and event space can accommodate an additional 250 people. Town Hall is operated by the Flushing Cultural Council of the Arts (FCCA), and owned by the City of New York. FCCA presents approximately 60 concerts a year including a Mexican Heritage Festival, concerts, dance, theater and education programs. A Smithsonian Institute Affiliate, the Hall also exhibits paintings, sculptures, and photography.

Roxbury Center for the Arts at Hibernian Hall, Roxbury, MA

Hiberian Hall was constructed in 1913 for use as a dance hall, Irish social and cultural center. Later, the Hall served as administrative offices for a workforce-training program. The Madison Development Park Corporation (MDPC) purchased the building in 2005, and raised \$7.1 million towards the restoration of the building. The original dance hall was restored to a 200 to 320-capacity proscenium stage theater and event space. The hall has flexible seating, A/V capabilities, backstage support space, a warming kitchen, and professional lighting and sound systems. Renovation of the Hall also allowed for storefront retail and commercial office space, a cooperative gallery for local artists, and a multipurpose meeting room. The facility is owned by MDPC



and operated through its' Arts, Culture, and Trade Program.

Thalian Hall/City Hall, Wilmington, NC

Constructed in 1858, Thalian Hall /City Hall served as government offices, a library and a 1,500-seat "opera house" and function hall. In 1983, Thalian Hall Center for the Performing Arts took over the operations of the theater. After a

\$3.7 million 5-year renovation, Thalian Hall re-opened as a performing arts center in 1990. The 682-seat Main Theater has a proscenium stage and three levels of fixed seating. The facility also has a 200-capacity ballroom regularly used for Wilmington City Council and a 100-capacity studio theater. Thalian Hall is extremely busy and hosts over 475 events per year, including outside rentals, community events, and THCPA's presenting series. THCPA presents family, popular music, films, and local arts organizations. The THCPA is now working towards a renovation that will include upgrades to the HVAC system, new seats, and improvements to the lobby, box office, and public area. Adjacent to the historic hall, THCPA will construct a 465-seat studio theater with flexible seating, sound and lighting systems, a large lobby, catering kitchen, and more.

Further Interior Conversion

Another choice would be to complete the basic improvements but take the renovation a bit further, adding accommodation that addresses capacity and flexibility. Ideally, the venue will be able to effectively accommodate audiences of varying sizes, if possible.

Theatrical facility technology and designs have advanced in recent years—theater designers and architects are better qualified to suggest how capacity and flexibility might be addressed at Nevins Hall. But here are several options by which this may be accomplished, from the most basic to more complicated and expensive. For example:

- The Chevrolet Theatre in Wallingford, CT is a 5,000-seat venue equipped with technology that allows the space to be scaled for audiences of smaller sizes. This treatment includes an innovative technology that involves acoustically-treated movable wall partitions positioned on a track and seating modules.
- Scotland's New Bedford Cinema originally opened in 1921 as a cinema theatre venue. After a £3,000,000 renovation, it reopened in 2003 as a live music venue. The result is a 2,500 person space that retains the character of the building and original facade. The venue features a state of the art sound and lighting system and a fully flexible capacity of 2,500 for full building usage to cater for live gigs and cutting edge dance events and club nights. The design allows the option of converting to a short hall format for events requiring a smaller 1,100-person capacity.
- After an extensive \$68 million renovation, the Fox Oakland Theatre is expected to re-open soon with a capacity of nearly 3,000. It will feature a main floor with terraced levels that can be left open or filled with seats. The renovation also includes professional lighting and sound systems, a new HVAC, mechanical and electrical systems, façade, and customer amenities.

Any of these treatments would require careful physical planning conducted by a skilled theater designer. We would suggest that if the Town is interested in exploring this option, that a theater designer be retained to physically study the venue and suggest how capacity and flexibility might be addressed. And we would advocate for a treatment that retains as much of the character of the room as possible.

However, we would like to stress that one of the distinctive and advantageous features of Nevins Hall is its flat floor, which will allow for it to accommodate a variety of events and user groups. It would be

best for this configuration to be an option even with updates that may allow additional seating configurations.

Upgraded Stage and Stage House

Finally, if physically possible, the Town may choose to expand the Hall's stage and stage house to better accommodate and attract touring presentations and large regional arts groups. This would require basic improvements but also include the construction of a new stage house, interior renovation and significant acoustical isolation. This isolation will be required as daytime rehearsals and soundchecks will be necessary if the hall is to accommodate larger scale presentations and artists.

This option is only viable if the Town is willing to:

- Aggressively compete for large-scale touring product and audiences, potential affecting the operations of other regional venues.
- Spend a significant amount of money on physical upgrades (in the tens of millions of dollars).
- Invest in infrastructure to support programming and planning for the space on an ongoing basis.

10. operating recommendations

In this chapter, we offer basic operating recommendations for Nevins Hall, assuming that additional physical improvement is made.

Operating Goals

Considering current and potential uses and users for an improved Nevins Hall, and its current situation, we have identified a preliminary set of goals to guide facility operations.

- Operate as an active and community-oriented facility offering a variety of programs and events that serve a range of local and regional constituents.
- Provide affordable, accessible and quality rehearsal, performance, meeting and event space to local and regional individuals, businesses and nonprofit groups.
- Encourage multi-cultural opportunity in the arts, facilitating programs, partnerships and activities for people of all ages, backgrounds and interests.
- Provide new opportunities to the regional community in spaces that are capable of serving all types of people and organizations.
- Be representative of Framingham's unique and diverse population within both programs and operational aspects, such as outside users, vendors, and even a community advisory committee.
- Operate on a sound financial basis.

Governance Recommendations

We would suggest that the Town continue to manage Nevins Hall. However, the operations of Nevins Hall should be structured within the Town organization so that revenues and expenses are easily tracked. This will allow revenues from rentals (and otherwise) to be directly invested into the Hall's maintenance and may provide support for some initial programming.

We recommend the creation of a part-time Theatre Manager dedicated to the rental and utilization of the Hall. As Nevins Hall is improved, additional staff will be needed to support programming initiatives. Further into the future, we would suggest that a Town department or entity be established to support arts, culture and community events. The establishment of such a department could:

- Relieve the Department of Buildings of its programming responsibility.
- Liaise with and support the LCC.
- Support the development and operation of local arts organizations through arts service offerings (centralized marketing, advocacy, technical training) like those established by START.
- Better promote Town arts events and programs.

- Support increased utilization and programming within Nevins Hall.

As START has already established some of these activity and programming, it might make sense in the future for the Town to envelop that organization in order to centralize and expand services. However, this idea requires significant exploration and consideration.

Utilization & Access

Now we proceed to offer more specific recommendations on utilization, scheduling and access. The key to success for an improved Nevins Hall is to make the space as busy as possible through a range of activities and user groups. We see the following types of activity as important to facility operations:

Presenting: Film offerings will activate Nevins Hall with programming that attracts and serves the Framingham community. Improved facilities will allow for Nevins Hall to buy and present more touring artists and groups, augmenting current arts offerings and serving distinct segments of the community. The challenge with presenting is having the ability to choose and access the right shows and promote them effectively such that a set of performances has a large and positive impact on the community.

Space rental by local and regional presenters, promoters and arts and cultural organizations: A few local groups and entities have expressed interest in renting an improved Nevins Hall, given the right features, management and rental policy. In addition, some regional groups who currently use Boston facilities may rent the hall to serve MetroWest audiences.

Commercial event and meeting rentals: Nevins Hall's flat floor allows for it to accommodate banquets, receptions, meetings, presentations and other events.

Municipal meetings and events: Nevins Hall will continue to be a venue for Town meeting and other municipal events. Related scheduling will take precedence over other uses and users.

If Nevins Hall is renovated, the great challenge will be to efficiently, fairly and simultaneously schedule and manage municipal functions, internally-presented programs and outside rentals in the hall, while adhering to budget and other Town policy requirements. We recommend that:

- Municipal meetings and events are scheduled one to two years in advance.
- Other internal programs (film and presenting) take precedence in scheduling, but within a certain window of lead time and with certain restrictions in order to allow for the spaces to sufficiently support other types of activity within attractive dates and timeframes.
- Explicit policies must be in place for use on the part of all users.

Staffing Requirements

Finally, it will be important for the renovated Hall to be professionally managed. The physical investment and resulting level of programming will have implications on staffing requirements. We have suggested a 'bare bones' staffing structure to begin with, including the following positions.

Part-time Administrative Staff

- Theater Manager
- Marketing Consultant
- Film Booker

Event-based Staff

- Technical Labor

Then, as programming grows, we would suggest that the Hall, and related Town arts and cultural programs, would require the following staff.

Full-time Administrative Staff

- Executive Director
- Marketing Director
- Operations Manager
- Administrative Assistant

Part-time Administrative Staff

- Technical Director
- Ticket Office Manager
- Marketing Consultant
- Film Booker
- Administrative Intern

Event-based Staff

- House Manager
- House Staff
- Technical Labor

Outside Rentals

Renovations should allow for Nevins Hall to host more frequent community use on the part of promoters, presenters, local nonprofits, individuals, businesses and more. In order to best facilitate these outside rentals and maximize return:

- Explicit policies must be in place, defining how facilities are booked, including booking horizons, rental rates, scheduling priority, cancellation fees and other charges.
- Rental rates should be scaled to favor some combination of local groups and nonprofit arts organizations.
- User fees should also be charged for the use of premium services, such as the rental of any specialized equipment in the performance space.

11. pro-forma operating budget

Following is a description of the format and structure of the pro-forma we have developed for Nevins Hall. The key step in developing the pro-forma has been estimating activity in the Hall. Use projections included in Appendix B were considered to aid in these estimates. The resulting program of events is extremely conservative, especially when compared to these figures, as many users require certain features and physical characteristics. This is not an exact forecast of activity, but does provide a basis for projecting earned revenues, expenses and attendance based on current information.

The pro-forma, attached as Appendix C, should be considered a “live” model, one that can be adjusted based on changing circumstances and assumptions. It is fundamentally a tool to help prepare for the operation of the Hall. It starts with fiscal year 2009 and runs through fiscal year 2015. The budget assumes that the first two levels of physical improvements are made over six years. These include basic improvements plus accommodation that addresses flexibility and capacity. The budget details the types and level of activity occurring in the Hall throughout the phased renovation.

The first section of the budget is a detailed projection of how the Hall will be animated first with presenting film, then with presenting live performances, rentals to nonprofit and commercial groups and lastly with civic events. In each section, we project the number of performances first, then event days (the days on which there are at least one performance), prep days (rehearsals, technical prep and load in/out) and then total days (event days plus prep days). For presented performances, we project an average capacity sold of:

- 75% for live performances
- 67% for film offerings
- 67% for commercial renters
- 50% for nonprofit renters

Then we apply an average ticket price to get to gross ticket sales for presented events. For the rental activity, we suggest base rental rates starting at \$1.50 per seat in year one for nonprofit renters on an event day, and \$2 per seat for commercial renters, escalating at 4% a year. Rents for prep days are set at 50% of the event day rate.

For the second year and beyond, we suggest small increases in the number of performances and only inflationary (4%) increases in ticket prices. With this approach, we suggest that the theater supports 26 performances and draws audiences of 12,704, increasing to 58 performances and 64,224 audience members in Year 7.

Earned income projections start with presenting and rental income, both of which come directly from the above set of calculations. Then we project income from concessions, based on a net income per capita of \$.50, increasing at 4%. We also project additional income from catered events, proposing 2 events (increasing by 2 in Year 3 and thereafter) and a net of \$400 (increasing at 4% a year).

User fees are charges to renters for use of technical staff, the box office, house staff, security and the rent of additional technical equipment. For simplicity's sake we have set these as a premium of 67% over the base rental rate.

Other income includes a ticket handling fee (based in Year 1 on \$2.50 per ticket sold online and \$1.50 per ticket sold over the phone), the theater restoration fee (another \$1.25 charge per ticket sold by any means) and program revenues based on advertising sold per presented event.

On the expense side, we first project salaries and benefits for part-time (and eventually full-time) staff, with salary levels based on industry standards. Year 1 accounts for a few part-time personnel with full-time staff entering into the picture in Year 3 and 4. The other key set of expenses is for the presenting film and live performances. Here we have projected direct artist fees, marketing costs per event and other direct expenses per event, with no mark-up or overheads attached for the work in booking these shows. Film presenting is slightly different in that distributors tend to take a share of revenues rather than a direct fee. There is also a film booker to manage this part of the hall's operations. We have then suggested the direct costs of running a ticket office, estimated mostly on a per-ticket-sold basis. Administrative expenses start in Year 4, after the box office and concessions are complete. Finally, there are core building expenses, which include utilities, repairs and other maintenance costs, estimated on a cost per square foot basis given occupancy costs at comparable arts facilities. While we understand that these costs are currently assumed by the Town and enveloped into overall buildings costs, we thought it important to estimate the cost levels and include them in overall budget forecasting.

Here is a summary of financial performance:

Fiscal Year	2009	2010	2011	2012	2013	2014	2015
Attendance	12,704	15,176	17,648	29,280	33,792	57,456	64,224
Earned Income	\$138,475	\$181,470	\$237,467	\$360,280	\$442,926	\$733,348	\$871,328
Operating Expenses	\$176,949	\$218,115	\$363,345	\$717,441	\$813,919	\$1,061,719	\$1,252,920
Funding Requirement	\$67,500	\$93,000	\$161,000	\$429,000	\$453,200	\$478,048	\$503,570
Earned Income as % Op Exp	78%	83%	65%	50%	54%	69%	70%

Our fundamental approach is to build activity slowly, which allows for reduced operating expenses to go with smaller earned income in the first years. Annual funding requirements grow over time due to varied income and expenses associated with the phased renovation. By the last year, earned income again covers nearly 70% of operations.

12. economic impact analysis

The final element of business planning is to consider how Nevins Hall might impact the regional economy through the renovation and on an ongoing basis.

Section One: Quantifying Economic Impacts

Economic impact means that something has happened to increase economic activity, which includes new sales, new earnings for workers and new jobs in the local economy. In our world, these impacts are caused by several things: first there are the impacts of construction of new facilities (which are counted as one-time impacts); then there are the ongoing impacts of the new or expanded operating organization (the entity making expenditures in the local economy), and finally there are the impacts of new audiences, who spend money in association with their attendance at events. These audience expenditures are often referred to as induced impacts.

All economic impacts are also split between direct and indirect impacts. Direct impacts (which also include the induced impacts of audiences) are the measure of the economic effect of the initial expenditure within a community. Then there are the indirect impacts, which occur as people and businesses receive and then re-spend those initial direct expenditures locally. The indirect impact is the effect of this re-spending on sales, jobs, and household earnings. It is often referred to as secondary spending or the dollars “rippling” through a community. When funds are spent outside the market area, they are considered to have “leaked out” of the community and therefore cease to have a local economic impact. Indirect impact is then the sum of the rounds of local spending after the initial expenditures.

The shift from direct impacts to indirect impacts is measured by employing multipliers developed by the Bureau of Economic Analysis, part of the Department of Commerce in Washington DC. Multipliers translate an input into an output: for example, a dollar spent on food (input) has an impact on the local economy by virtue of new sales in that industry, new earnings for people associated with that industry and new jobs created in that industry (output). There are three multipliers for each industry. The output multiplier is the estimate of total new sales associated with the initial expenditure. The earnings multiplier is the sum of three components of personal income-wage and salary disbursements, supplements to wages and salaries, and proprietors' income. It is not a sub-category of the output estimate, but rather the resulting impact of sales on what is earned by local workers. Finally, there is the employment estimate, which forecasts the jobs created in each industry as a result of new expenditures. Multipliers are purchased for a defined market area. For this analysis we use Middlesex County (counties being the smallest relevant geography for which multipliers are available).

Construction Impacts

For the sake of this analysis we have assumed that \$5,000,000 will be invested to physically improve Nevins Hall. The following chart shows the sum of these construction expenditures and resulting impacts:

One-time Impacts of Construction on Middlesex County			
	Construction Budget		\$5,000,000
(Industry Code 230000)	Final Demand Multipliers	Project Outputs	
Output	1.5932	\$7,966,000	
Earnings	0.3203	\$1,601,500	
Employment (person-years of employment)	7.4739	37	

Five million dollars spent on construction will yield, over the course of the construction project, new economic activity (i.e. sales) of \$7.9 million and new earnings for regional workers totaling \$1.6 million, as well as 37 person-years of new employment in the County.

Operations

The following chart shows how we calculate operating outputs based on a series of estimated expenditures by the Town (or entity running Nevins Hall.) Wages are subtracted from the total operating budget. Then, this figure is divided among various categories, each of which represents some money spent by the organization: utilities, hotels, waste management, etc.

Impacts of the New Organization on Middlesex County							
Bill of Goods Approach (2015)		Inputs		Multipliers		Outputs	
Category	Pro-forma Purchases	Output (dollars)	Earnings (dollars)	Empl't (jobs)	New Sales (\$000's)	New Earnings (\$000's)	New Empl't (jobs)
Power Generation and Supply	\$ 55,000	1.2475	0.1397	2.0059	\$ 68,613	\$ 7,684	0.1
Retail Trade	\$ 15,000	1.5417	0.2668	10.0144	\$ 23,126	\$ 4,002	0.2
Transit & passenger transportation	\$ 10,000	1.6005	0.3720	15.6371	\$ 16,005	\$ 3,720	0.2
Postal Service	\$ 5,000	1.3632	0.3727	6.6835	\$ 6,816	\$ 1,864	0.0
Couriers and Messengers	\$ 2,500	1.4127	0.2689	8.7027	\$ 3,532	\$ 672	0.0
Sound recording industries	\$ 15,000	1.3646	0.1276	3.5233	\$ 20,469	\$ 1,914	0.1
Telecommunications	\$ 15,000	1.6003	0.2157	3.7805	\$ 24,005	\$ 3,236	0.1
Data processing services	\$ 15,000	1.5430	0.3676	6.2914	\$ 23,145	\$ 5,514	0.1
Insurance Agencies/Brokerage	\$ 30,000	1.3851	0.2564	4.5384	\$ 41,553	\$ 7,692	0.1
Funds, trusts, other financial services	\$ 5,000	1.8012	0.2475	3.8176	\$ 9,006	\$ 1,238	0.0
Equipment Rental	\$ 15,000	1.3221	0.1726	3.2196	\$ 19,832	\$ 2,589	0.0
Legal Services	\$ 30,000	1.5418	0.4703	6.9854	\$ 46,254	\$ 14,109	0.2
Accounting & Bookkeeping Services	\$ 25,000	1.5209	0.4250	10.6335	\$ 38,023	\$ 10,625	0.3
Computer related services	\$ 15,000	1.5480	0.2534	4.7965	\$ 23,220	\$ 3,801	0.1
Management consulting services	\$ 15,000	1.5270	0.4201	9.7674	\$ 22,905	\$ 6,302	0.1
Advertising & related services	\$ 25,000	1.4705	0.2703	5.4408	\$ 36,763	\$ 6,758	0.1
Travel arrangements & reservations	\$ 10,000	1.6242	0.3313	8.5306	\$ 16,242	\$ 3,313	0.1
Office administrative services	\$ 40,000	1.4880	0.3553	7.0002	\$ 59,520	\$ 14,212	0.3
Business support services	\$ 25,000	1.4410	0.2769	6.4188	\$ 36,025	\$ 6,923	0.2
Security services	\$ 25,000	1.4302	0.3842	15.3675	\$ 35,755	\$ 9,605	0.4
Services to building	\$ 40,000	1.5494	0.3090	14.0719	\$ 61,976	\$ 12,360	0.6
Waste management	\$ 25,000	1.5326	0.3020	12.8921	\$ 38,315	\$ 7,550	0.3
Performing arts companies	\$ 50,000	1.5833	0.4142	31.5260	\$ 79,165	\$ 20,710	1.6
Promoters of performing arts	\$ 25,000	1.4788	0.3501	21.5722	\$ 36,970	\$ 8,753	0.5
Hotels & motels	\$ 25,000	1.4477	0.3053	9.8593	\$ 36,193	\$ 7,633	0.2
Food services	\$ 15,000	1.5262	0.3460	18.8736	\$ 22,893	\$ 5,190	0.3
Averages and Totals	\$ 572,500	1.4958	0.3085	9.6904	\$ 846,317	\$ 177,965	6.1

Using the BEA regional multipliers, we add up the three types of impacts (sales, earnings and jobs); new annual expenditures of \$572,500 in 2015 will annually yield new economic output of \$846,317, new annual earnings of \$177,965 and 6.1 new jobs in the region, beyond those directly employed in the building.

Ancillary Spending

Finally, we project new audiences for the recommended facilities:

Estimated Attendance		
Total Projected Attendance (2015)		64,000
Less Relocated Attendance		32,000
Projected Incremental Attendance		32,000
Middlesex County	67%	21,440
Regional (non-County) Attendance	33%	10,560

The total projected attendance in the facility, taken from our pro-forma operating budget, is estimated at nearly 58,000 by 2015. Then, we estimate that 28,750 of those attendees are relocated from other facilities in the County. The balance, which is new audience, is then split between the County (67%) and the area surrounding the County (33%). It is important that we do NOT include existing or County audiences in the calculation of spending, as these are expenditures that are simply moving around the defined economic region, as opposed to new economic activity in the region.

Now, we input those estimates into ancillary spending formulas, which are taken from the new Arts and Economic Prosperity Report recently published by Americans for the Arts. We finally apply our multipliers to these direct impacts and add the totals for each industry to arrive at total impacts associated with the expenditures of audiences.

Ancillary Spending Impacts	Per Capita Expenditure Estimate	Total Direct (Induced) Expenditures	Output Multiplier	Total New Outputs (Sales)	Earnings Multiplier	Total New Earnings	Job Creation Multiplier	Total New Jobs
Resident (County) Attendance								
Food Services	\$8.15	\$174,736	1.5262	\$266,682	0.3460	\$60,459	18.8736	3.30
Retail Trade	\$2.80	\$60,032	1.5417	\$92,551	0.2668	\$16,017	10.0144	0.60
Transportation	\$4.27	\$91,549	1.6005	\$146,524	0.3720	\$34,056	15.6371	1.43
Overnight Lodging	\$0.96	\$20,582	1.4477	\$29,797	0.3053	\$6,284	9.8593	0.20
Miscellaneous	\$0.60	\$12,864	1.4958	\$19,242	0.3085	\$3,968	9.6904	0.12
Sub-total		\$359,763		\$554,797		\$120,784		5.66
Non-resident Attendance								
Food Services	\$15.28	\$161,357	1.5262	\$246,263	0.3460	\$55,829	18.8736	3.05
Retail Trade	\$8.70	\$91,872	1.5417	\$141,639	0.2668	\$24,511	10.0144	0.92
Transportation	\$5.82	\$61,459	1.6005	\$98,365	0.3720	\$22,863	15.6371	0.96
Overnight Lodging	\$19.97	\$210,883	1.4477	\$305,296	0.3053	\$64,383	9.8593	2.08
Miscellaneous	\$3.29	\$34,742	1.4958	\$51,969	0.3085	\$10,718	9.6904	0.34
Sub-total		\$560,314		\$843,531		\$178,304		7.34
Total Impact of Ancillary Spending	Total	\$920,077		\$1,398,328		\$299,088		13.00
	Excluding In-County Attendance	\$560,314		\$843,531		\$178,304		7.34

At the bottom of the chart, we show these total impacts. We then highlight just those associated with audiences coming from outside Middlesex County. For that outside group bringing new money into the County, new expenditures of \$503,000 in 2015 lead to new annual outputs of \$758,000, another \$160,000 in new earnings and 7 jobs created on an ongoing basis.

Summary

The final chart below summarizes economic impacts by showing first the total impacts of construction and then total operating impacts:

Summary of Economic Impacts on Middlesex County		
One-time Impacts Construction	Input (Construction \$)	\$5,000,000
	Output (Sales)	\$7,966,000
	Earnings	\$1,601,500
	Person-years	37
Ongoing Annual Impacts Operation	Input (Expenditures in 2015)	\$572,500
	Output (Sales)	\$846,317
	Earnings	\$177,965
	Jobs Created	6.1
Ancillary Spending	Input (2015 Customer Spend)	\$560,314
	Output (Sales)	\$843,531
	Earnings	\$178,304
	Jobs Created	7.3
Total Annual Operating Impacts	Output (Sales)	\$1,689,849
	Earnings	\$356,269
	Jobs Created	13

The renovation project and the expanded operation spending money in Middlesex County and having new audiences bring their expenditures into the region suggest significant positive impacts over the life of the project.

Section Two: Qualitative Economic Impact Analysis

In this section we look at the broader roles and impacts of improved arts and entertainment facilities on Framingham, Middlesex County and the surrounding region. This is only qualitative in that we don't have the formulas to project these impacts in a numerical sense. Nevertheless, the experience of other communities gives us the confidence to predict certain impacts over the life of new facilities. We will start with the more specific and tangible impacts and then look at the broader possibilities.

Downtown Economic Development: Taking off our County economist's hat for a moment and thinking more from the perspective of a downtown developer, we might imagine what 20,000 attendees and \$400,000 million a year spent principally in Framingham might mean to the community. Clearly, new facilities can and will have a positive impact on the downtown, in the following ways:

- Restaurants will expand and prosper in service to audiences before and after performances.
- Retail businesses will open in response to the street and pedestrian activity around new facilities.
- Activity in the renovated venue will change the perception (and reality) of downtown safety, which will encourage more commercial and potentially residential development.

- Of particular importance will be the presence of young people around the facility, perhaps associated with local Colleges. Their presence will likely motivate the development of new urban amenities (bars, clubs, coffee shops, bookstores) that fit in a downtown core.

The Meeting and Event Business: One particular industry to be directly impacted by new cultural facilities would be the meeting and event business. There are limited facilities available today for corporate meetings and exhibits. The wedding and private event business is also likely to grow with these new facilities. In fact, we see this in performing arts facilities around North America—an aggressive push to become a wedding location given the quality of the space for special events and given a strong food service capability.

Corporate Recruitment: Performing arts facilities are important amenities to offer to corporations considering where to locate their business. The presence of these facilities is often seen as an indicator on a community that has an educated workforce and offers a high quality of life.

Richard Florida and The Creative Class: Celebrity-economist and author Richard Florida, has turned a simple idea into an empire. The simple idea is that people (particularly people with interesting jobs and skills) like to live and work in creative places, and that cities ought to promote culture and creativity as a means to recruit these desirable people and thus drive economic development. Cities all over North America (and not just big ones) are now pursuing economic development goals by promoting the presence of arts and culture and the people that like those things. Of course it's all easier said than done. The trick is to help artists in ways that don't stifle creativity, and then surround that creative core with a concentration of more commercially oriented industries (advertising, design, media) that benefits from and feeds off of that creativity.

Cultural Tourism: Tourists and tourism represent an important element of the Framingham and Middlesex County economic development strategy. And it turns out that cultural tourists (those interested in attending and participating in cultural programs) are very attractive in that they tend to spend more and stay longer in a given community. Thus, the presence of an active Nevin's Hall can play a significant role in developing and promoting Framingham as a destination for cultural tourists.

Teaching Innovation and Creativity: Finally, we would raise one last economic development benefit, which is that the teaching of the arts and is now being recognized as a fundamental need for the North American economy and its workforce, given the automation of many jobs and growing competition from lesser-developed economies. Or, as some commentators are now suggesting: "The MFA is the new MBA." Daniel Pink, in his March 2008 Nancy Hanks Lecture on Arts and Public Policy, said the following:

"The argument for the arts is that the fundamental cognitive abilities, the fundamental abilities, of the workforce today and into the future, the fundamental abilities that our kids are going to be deploying at work are at their core artistic abilities, that arts are neither an avenue to something else, nor are they a nicety, but they are fundamental to how the economy functions. And unless our kids have this broad, robust suite of artistic capabilities, they are going to be in a world of hurt, yes, as human beings, but also as productive members of the economy."

The Role and Impacts of Culture in Small and Mid-size Communities: Before leaving this set of arguments, let's be clear that the arts and culture can have significant impacts in smaller communities, not just in larger cities. According to a recent study for the Ontario Ministry of Research and Innovation¹:

Recent research suggests that while creative and cultural activities are very prominent in large urban centres, it is not to the exclusion of smaller urban centres (Scott 2004). For example, Norcliffe and Rendace (2003) use the case of comic book artists to demonstrate that, due to changes in the organization of production, it is possible for creative workers to locate outside of major metropolitan centres and continue to work in creative fields. Gibson (2003) also points to the emergence of communities of musicians and other artists in rural and small towns in Australia. Markusen and King's (2004) work on the role of artists in the regional economy also demonstrates this point quite succinctly. Their study clearly shows that geographical distribution of artistic activity within the US economy is decentralizing towards second-tier cities. Specifically, the traditional dominance of artistic and creative centres such as New York and Los Angeles is declining, as artists appear to be spreading out towards cities such as Minneapolis-St. Paul, San Francisco, Albuquerque and Seattle.

If such a trend continues this may bode well for mid-sized cities, as well as smaller centers within proximity to large urban regions. Many such places pride themselves on their 'good quality of life at affordable prices', while also supporting a vibrant cultural scene. Such characteristics may provide a solid foundation on which to build and maintain successful urban economies.

Section Three: Approaching the Project as an Economic Development Tool

Having established the significant role that new arts and cultural facilities can play in achieving the economic development goals of Framingham and Middlesex County, we would finally offer a few pieces of advice as to how the community should proceed:

- 1. Don't Do It Alone:** Our most important advice is that Nevins Hall cannot by itself be the catalyst for the economic development of Framingham. The project needs to be viewed as one piece in a larger plan, with all of those pieces connected and valued for their particular roles and impacts. One excellent regional example of this approach is in Rutland Vermont, where the renovation of the Paramount Theater was taken on as one element of a broader economic development strategy which also including streetscaping, the development of a new transportation center and a retail development strategy.
- 2. Make Sure Everyone Understands:** Some of the arguments for the economic development value are more complicated than others, but they are all important and they need all be communicated and explained clearly in order that they all be understood.

¹ Vinodrai, Tara and Gertler, Meric: Creativity, Culture and Innovation in the Knowledge-based Economy, Program on Globalization and Regional Innovation Systeme, University of Toronto (2006)

3. **Tour Communities:** As much as we enjoy reading fat reports, there is nothing more important than seeing facilities and how they drive economic development in other communities. Thus it is important to take community leaders on trips to comparable communities to see other facilities and districts and talk with elected officials and other leaders about their experiences and aspirations.
4. **Be Patient:** As Duncan's old boss used to say about these projects, it takes a long time for something to happen suddenly. So many things can slow the process down, but it important to stay focused, be patient and do whatever you can to maintain some forward momentum.
5. **Connect to Community Goals:** An effort must be made at the beginning of the project and also along the way to make and maintain connections between the project and community goals. This relates closely to #2 above, but it also means that advocates for the project must be at the community development table, continuing to remind leaders of the role and value of the project. From a practical point of view, this means that Nevin's Hall board members should be at Council meetings, Chamber meetings, planning meetings, tourism meetings, and so on, to make sure that this project is front and centre relative to community planning efforts.
6. **Think of a District Rather Than a Palace:** It will be important to help others advance their thinking about what the project might be - from the traditional idea of a performing arts center to the more progressive and impactful concept of a cultural district that is developed over time in a number of steps, including adaptive re-use as well as new construction of facilities for performance, rehearsal, exhibition, teaching and production, creating a hive of activity that drives additional commercial and residential development. In Framingham, the beginnings of this hive has already been established by the facilities in the Cultural Triangle.

13. next steps

Now that we have determined that there is a case to renovate and improve Nevins Hall, we would suggest that FDR and the Town continue with three efforts.

Architectural Study

We strongly recommend that a theater consultant and/or engineering and architectural professionals are engaged to understand what might be accomplished physically in the space and surrounding areas of the building. The success of Nevins Hall as a more active, community-oriented performance venue is dependent on initial upgrades. The Town must consider the cost-benefit of the options.

Critical Path Plan and Timeline

We would also suggest that FDR and the Town create a critical path plan, including tasks, goals, and a timeline, to guide future planning around Nevins Hall.

Increased Programming

Finally, FDR and the Town should partner with local and regional organizations to increase utilization of Nevins Hall today. From our perspective, there are a few ways that might occur:

1. Film and other programming

Film events are a relatively low-budget way (after equipment is purchased) to increase utilization of the hall. And once current improvements are complete, the Hall will be relatively well-equipped to accommodate film. We would suggest that FDR work to establish a monthly film series (or otherwise). This could be accomplished in partnership with a film booker, local film venue or other organization. In addition, a speaker series is another simple way to activate the space with limited technology. These types of programming would help Nevins Hall begin to develop its identity as a cultural and community venue.

2. Community events

FDR should also work with community organizations to increase utilization of Nevins Hall for community cultural events and gatherings.

3. Marketing the hall

Local residents and even the Director of the Department of Buildings acknowledge that there is limited awareness that the Hall is available for community rental. The Hall should be marketed as such, included within regional listing guides, websites and more.

appendix a:

facility inventories

Framingham Local Facilities

Framingham Local Facility Rating

Nevins Hall	Framingham	1,792	2	2	1	2	1	1	1	3	2	1.6
Village Green	Framingham	1,500	3	1	2	1	1	1	1	4	2	1.6
Natick High School	Natick	1,404	8	3	1	3	3	2	2	2	3	2.3
Natick Commons	Natick	1,000	6	1	1	1	1	1	1	2	2	1.2
Framingham High School	Framingham	700	7	4	1	3	3	2	2	2	3	2.5
Fuller Middle School	Framingham	660	6	2	1	2	2	1	2	2	2	1.7
Walsh Middle School	Framingham	650	6	3	1	2	2	1	2	2	2	1.9
Mindess School	Ashland	602	6	2	1	2	2	2	2	2	3	1.9
Ashland High School	Framingham	575	6	4	1	3	3	3	3	3	3	2.8
Framingham State College - Auditorium	Southborough	509	14	4	2	4	3	3	3	3	4	3.2
St. Mark's School - Class of 1945 Hall	Southborough	500	8	4	2	3	3	3	3	3	4	3.1
Trottier Middle School Auditorium	Framingham	500	4	3	1	2	2	1	1	1	3	1.8
Keefe Tech High School	Natick	484	7	4	1	2	2	1	1	2	4	2.2
Wilson Middle School	Natick	435	5	3	1	2	2	2	1	2	3	2
Kennedy Middle School	Ashland	425	5	3	1	2	2	2	1	2	3	2
Civic League	Framingham	400	8	3	1	2	3	2	2	2	3	2.2
Staples Auditorium	Framingham	400	1	3	1	1	1	2	1	1	4	1.8
Cameron Middle School	Framingham	378	6	3	1	2	2	1	2	2	2	1.9
Keiter Center Theater - Walnut Hill	Natick	350	5	3	3	4	3	2	3	3	3	3
Bose Auditorium	Framingham	300	1	4	3	2	4	1	1	2	3	2.7
First Parish Framingham - Parish Hall	Framingham	300	5	2	1	2	3	1	1	2	3	1.8
Center for the Arts in Natick	Natick	290	10	3	3	3	2	3	3	3	4	3
First Parish Framingham - Meeting House	Framingham	250	5	2	1	2	1	1	1	2	3	1.8
Sherborn Community Center - 1858 Town House	Framingham	225	3	3	1	1	1	2	1	3	3	1.9
Ashland Middle School	Sherborn	212	6	3	1	2	2	2	2	2	3	2.1
Framingham State College - Forum	Ashland	200	7	3	2	1	1	2	1	2	2	1.9
Framingham State College - Chapel	Framingham	138	6	4	3	2	4	2	1	4	2	2.9
Morse Institute Meeting Hall	Natick	125	9	3	1	2	2	2	1	3	2	2
Amazing Thing Arts Center - Main Space	Framingham	120	14	3	3	2	2	3	2	3	4	2.8
Framingham Public Library Meeting Room	Framingham	120	10	1	1	1	1	2	1	1	1	1.1
GenZyme Auditorium	Framingham	100	1	3	1	1	1	1	1	1	4	1.7
Pilgrim Church	Sherborn	100	3	2	1	1	1	2	1	2	1	1.4
Ashland Public Library	Ashland	75	5	2	1	1	1	1	1	1	2	1.3
Black Box - Walnut Hill	Natick	70	4	3	3	3	2	2	2	3	3	2.7
Recital Hall - Walnut Hill	Natick	70	2	3	3	2	4	2	2	2	3	2.7
Amazing Thing Arts Center - Cabaret Space	Framingham	50	5	3	3	1	2	3	2	3	4	2.7
Performing Arts Center of Metrowest	Framingham	50	5	1	3	2	2	1	3	2	2	2

Types of Activity

Building Condition/Upkeep

Staff and Support

Theatrical Functionality

Room Acoustics

Customer Amenities

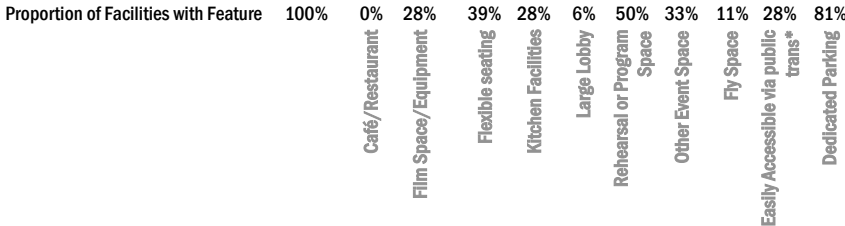
Performer Amenities

Atmosphere/Character

Suitability for Users

Rating

Framingham Local Facility Features

[illegible]

Framingham Local Facility Activity

			Producing Activity								Presenting Activity								Rental Activity								Total
			Theater	School/College	Music	Dance	Family	Spoken Word	Cultural	Broadway	Off-Broadway	Dance	Music	Theater	Film	Popular	Family	Comedy	Spoken word	Cultural	Local Arts	Regional Arts	School/College	Corporate/Municipal	Headliner	Broadway	Other
Nevins Hall	Framingham	1,792																									2
Village Green	Framingham	1,500																									3
Natick High School	Natick	1,404																									8
Natick Commons	Natick	1,000																									6
Framingham High School	Framingham	700																									7
Fuller Middle School	Framingham	660																									6
Walsh Middle School	Framingham	650																									6
Mindess School	Ashland	602																									6
Ashland High School	Framingham	575																									6
Framingham State College - Auditorium	Southborough	509																									14
St. Mark's School - Class of 1945 Hall	Southborough	500																									8
Trotter Middle School Auditorium	Framingham	500																									4
Keefe Tech High School	Natick	484																									7
Wilson Middle School	Natick	435																									5
Kennedy Middle School	Ashland	425																									5
Civic League - Turren Auditorium	Framingham	400																									8
Staples Auditorium	Framingham	400																									1
Cameron Middle School	Framingham	378																									6
Keiter Center Theater - Walnut Hill	Natick	350																									5
Bose Auditorium	Framingham	300																									1
First Parish Framingham - Parish Hall	Framingham	300																									5
The Center for the Arts in Natick	Natick	290																									10
First Parish Framingham - Meeting House	Framingham	250																									5
Sherborn Community Center - 1858 Town House	Framingham	225																									3
Ashland Middle School	Sherborn	212																									6
Framingham State College - Forum	Ashland	200																									7
Framingham State College - Chapel	Framingham	138																									6
Morse Institute Meeting Hall	Natick	125																									9
Amazing Thing Arts Center - Main Space	Framingham	120																									14
Framingham Public Library Meeting Room	Framingham	120																									10
GenZyme Auditorium	Framingham	100																									1
Pilgrim Church	Sherborn	100																									3
Ashland Public Library - Large Meeting Room	Ashland	75																									5
Black Box - Walnut Hill	Natick	70																									4
Recital Hall - Walnut Hill	Natick	70																									2
Amazing Thing Arts Center - Cabaret	Framingham	50																									5
Performing Arts Center of Metrowest	Framingham	50																									5

Presenters
and
Promoters

Regional Facilities

Framingham Regional Facility Rating

TD Bank North Garden	Boston	19,580	3	4	4	2	2	4	4	2	3	3.3
DCU Center	Worcester	14,800	4	3	3	2	2	4	3	2	2	2.7
Agganis Arena - Boston University	Boston	7,200	4	3	3	2	2	4	4	3	3	3.0
Bank of America Pavillion	Boston	5,000	5	3	4	3	2	3	3	4	3	3.2
Wang Theater	Boston	3,610	10	4	4	4	4	4	4	4	3	3.9
Orpheum Theater	Boston	2,750	5	3	4	4	4	4	3	4	3	3.6
Boston Symphony Hall	Boston	2,600	7	4	4	4	4	4	4	4	3	3.9
Boston Opera House	Boston	2,500	4	4	4	4	3	4	4	4	4	3.9
House of Blues*	Boston	2,500	5	4	4	4	4	4	4	4	3	3.9
Palladium Theater	Worcester	2,160	4	2	3	2	2	2	2	2	3	2.3
Chevalier Theater	Medford	2,061	6	3	2	2	3	2	2	3	3	2.5
Hanover Theatre	Boston	2,000	16	4	4	4	3	4	3	4	4	3.8
Nevins Hall	Framingham	1,792	2	2	1	2	1	1	1	3	2	1.6
The Colonial Theater	Boston	1,705	2	3	3	3	3	3	2	3	2	2.8
Mechanics Hall	Worcester	1,615	7	3	2	3	4	3	2	3	2	2.7
Schubert Theater	Boston	1,521	6	4	4	4	4	4	4	4	3	3.9
Strand Theater	Dorchester	1,403	10	3	2	3	3	3	3	4	4	3.0
Kresge Auditorium - MIT	Cambridge	1,226	6	3	3	4	4	3	3	4	3	3.3
Wilbur Theater	Boston	1,223	4	3	4	4	3	4	4	4	3	3.6
Berklee Performance Center	Boston	1,212	9	3	4	4	4	3	3	4	3	3.5
Harvard University - Sanders Theater	Cambridge	1,166	11	4	3	3	3	3	2	4	3	3.2
Knight Auditorium - Babson	Wellesley	1,100	4	2	2	3	3	1	1	3	3	2.2
John Hancock Hall	Boston	1,100	5	4	4	4	4	4	4	3	2	3.7
Blackman Auditorium - Northeastern University	Boston	1,000	11	3	3	2	2	3	2	3	3	2.7
Jordan Hall	Boston	1,000	7	3	4	4	4	3	3	4	3	3.5
Cutler Majestic Theater at Emerson College	Boston	976	9	4	3	3	3	3	3	4	3	3.3

Types of Activity

Building Condition/Upkeep

Staff and Support

Theatrical Functionality

Room Acoustics

Customer Amenities

Performer Amenities

Atmosphere/Character

Suitability for Users

Rating

* Opening Feb. 2009, estimates

Framingham Regional Facility Features

TD Bank North Garden	Boston	19,580																	
DCU Center	Worcester	14,800																	
Agganis Arena -- Boston University	Boston	7,200																	
Bank of American Pavilion	Boston	5,000																	
Wang Theater	Boston	3,610																	
Orpheum Theatre	Boston	2,750																	
Boston Symphony Hall	Boston	2,600																	
Boston Opera House	Boston	2,500																	
House of Blues*	Boston	2,500	350																
Palladium Theatre	Worcester	2,160																	
Chevalier Theatre	Medford	2,061																	
Hanover Theatre	Boston	2,000																	
Nevins Hall	Framingham	1,792																	
The Colonial Theatre	Boston	1,705																	
Mechanics Hall	Worcester	1,615	450																
Schubert Theater	Boston	1,521																	
Strand Theatre	Dorchester	1,403																	
Kresge Auditorium -- MIT	Cambridge	1,226	194																
Wilbur Theatre	Boston	1,223																	
Berklee Performance Center	Boston	1,212	150																
Harvard University -- Sanders Theatre	Cambridge	1,166																	
Knight Auditorium Babson	Wellesley	1,100																	
John Hancock Hall	Boston	1,100																	
Blackman Auditorium -- Northeastern University	Boston	1,000																	
Jordan Hall	Boston	1,000																	
Cutler Majestic Theatre at Emerson College	Boston	976																	
Proportion of Facilities with Feature		100%	15%	4%	35%	19%		15%	27%	27%	15%	50%	42%	77%	12%				
		Large Theatre	2nd Theatre	Outdoor	Film Space/Equipment	Café/Restaurant		Flexible seating	Kitchen Facilities	Large Lobby	Rehearsal or Program Space	Other Event Space	Fly Space	Easily Accessible by Public Transit	Dedicated Parking				

* Opening Feb. 2009, estimates

Framingham Regional Facility Activity

			Producing Activity							Presenting Activity									Rental Activity									
TD Bank North Garden	Boston	19,580																										3
DCU Center	Worcester	14,800																										4
Agganis Arena - Boston University	Boston	7,200																										5
Bank of America Pavillion	Boston	5,000																										5
The Wang Theater	Boston	3,610																										10
Orpheum Theater	Boston	2,760																										5
Boston Symphony Hall	Boston	2,600																										7
Boston Opera House	Boston	2,500																										4
House of Blues*	Boston	2,500																										5
Palladium Theater	Worcester	2,160																										4
Chevalier Theater	Medford	2,061																										6
Hanover Theatre	Boston	2,000																										16
Nevins Hall	Framingham	1,792																										2
The Colonial Theater	Boston	1,705																										2
Mechanics Hall	Worcester	1,615																										7
Schubert Theater	Boston	1,521																										6
Strand Theater	Dorchester	1,400																										10
Kresge Auditorium - MIT	Cambridge	1,226																										6
Wilbur Theater	Boston	1,223																										4
Berklee Performance Center	Boston	1,212																										9
Harvard University - Sanders Theater	Cambridge	1,166																										11
Knight Auditorium - Babson	Wellesley	1,100																										4
John Hancock Hall	Boston	1,100																										5
Blackman Auditorium - Northeastern University	Boston	1,000																										11
Jordan Hall	Boston	1,000																										7
Cutler Majestic Theater at Emerson College	Boston	976																										9

Presenters and Promoters

* Opening Feb. 2009, estimates

Banquet/Meeting Facilities

Framingham Banquet/Meeting Spaces

Nevins Hall	Framingham	1,792	120	80														Free	\$700/4 Hrs + fees
Hampton Inn Natick	Natick	1,575	1,260	912	912													\$300	\$600
Sheraton Framingham Hotel	Framingham	1,200	350	350	350													\$1,200	\$4,500
Framingham State College - Auditorium	Framingham	509																\$500	\$1,000
Framingham Civic League	Framingham	400	100	80	50													\$100/hr	\$125/hr
Crowne Plaza Natick	Natick	400	350	200	90													\$400	\$2,400
Plymouth Church	Framingham	350	150															Free for members	\$500 + fees
Danforth Museum of Art	Framingham	300	50															\$50 /Hr (four hour minimum)	\$2,500/event
First Parish Framingham	Framingham	300	250															\$50/Hr (three hour minimum)	
Natick Elks Lodge	Natick	275																Not Available	
Temple Isreal Of Natick	Natick	270																\$450	\$1,200
Sherborn Community Center -1858 House	Sherborn	225	75	30														\$450	\$1,950
Framingham State College - Forum	Framingham	200																\$250/4 Hrs	\$500/4 Hrs
Village Hall	Framingham	180	75															\$250/6 Hrs	\$1,900/day
Courtyard By Marriott	Natick	150																\$400	\$1,000
Framingham State College - Chapel	Framingham	138																\$600	
Ashland Community Center	Ashland	130	35															\$300	\$750
Morse Insistute	Natick	125																\$10/Hr	\$150/Hr
Framingham Public Library	Framingham	120																Free to the Community	
Peace Abbey	Sherborn	100	70															\$100	\$2,100
Pilgrim Church - Fellowship Hall	Sherborn	100																\$50 /Hr (four hour minimum)	\$75/Hr
Ashland Public Library - Large Meeting Room	Ashland	75																Free	\$10/event
Academy Hall	Framingham	49																\$100/3 Hrs	\$600 / day
Residence Inn Framingham	Framingham	35																\$150/event	\$500/event
Best Western Framingham	Framingham	35																\$200	Equipment Extra

Proportion of Facilities with Feature

100%	40%	16%	12%	88%	52%	28%	52%	12%	12%	40%	12%	76%
Space 1	Space 2	Space 3	Space 4	Flexible seating	Kitchen Facilities	In-House Caterer Required	Alcohol Permit Available	Large Lobby	Equipment for Rent	Technical Assistance	Close to Public Transportation*	Dedicated Parking

Low

High

appendix b:

user demand projections

User Demand					
Town of Framingham - Nevins Hall					
Potential User	Public Events	Rehearsals	Use Days	Ideal Capacity	Type
Performing Arts Center	4	4	4	250	Theatre
Heritage Chorale	3	3	3	400	Music
Metrowest Theatre	5	5	5	400	Theatre
	12		12	500 or less	
Boston Based Regional Groups	5	5	10	600 to 900	Music, Opera
Framingham Library	6		6	400 to 1000	Lecture, Other
	11	5	16	600 to 900-seat capacity	
Allen Adrien Concerts	4		4		Music
Amazing Things Presenting Series	10		10		Music
Boys and Girls Club Fundraiser	1		1		Special Event
Framingham State College Events	2		2		Lecture
Other Fundraisers & Civic Events	4		4		Special Event
Other Promoters	10		10		Music
Seated Weddings and Banquets	10		10		Special Event
Town Meetings	25		25		Meeting
	66	22	66	1,000 + capacity	

appendix c:
pro-forma operating budget

NEVINS HALL PRO-FORMA OPERATING BUDGET

		2009	% Change	2010	% Change	2011	% Change	2012	% Change	2013	% Change	2014	% Change	2015
KEY EVENTS		Stage Repairs		Equipment Package		Box Office Concessions		Marquee Code Compliance		AC Sound Isolation		Orchestra Flexibility New Capacity		
ACTIVITY	Film Presenting													
	Performances	4		6		8		10		12		14		16
	Event Days	2		3		4		5		6		7		8
	Prep Days	0		0		0		0		0		0		0
	Total Days	2		3		4		5		6		7		8
	Capacity Sold	67%		67%		67%		67%		67%		67%		67%
	Total Attendance	2,144		3,216		4,288		8,040		9,648		16,884		19,296
	Average Ticket Price	\$7.50	4%	\$7.80	4%	\$8.11	4%	\$8.44	4%	\$8.77	4%	\$9.12	4%	\$9.49
	Live Presenting													
	Performances	2		3		4		4		5		6		7
	Event Days	2		3		4		4		5		6		7
	Prep Days	0		0		0		0		0		0		0
	Total Days	2		3		4		4		5		6		7
	Capacity Sold	75%		75%		75%		75%		75%		75%		75%
	Total Attendance	1,200		1,800		2,400		3,600		4,500		8,100		9,450
	Average Ticket Price	\$25.00	4%	\$26.00	4%	\$27.04	4%	\$28.12	4%	\$29.25	4%	\$30.42	4%	\$31.63
	Nonprofit Renters													
	Performances	10		12		14		16		18		20		22
	Event Days	9		11		13		14		16		18		20
	Prep Days	5		5		6		7		8		9		10
	Total Days	14		16		19		22		24		27		30
	Capacity Sold	50%		50%		50%		50%		50%		50%		50%
	Total Attendance	4,000		4,800		5,600		9,600		10,800		18,000		19,800
	Event Day Base Rental Rate	\$1,500	4%	\$1,560	4%	\$1,622	4%	\$1,687	4%	\$1,755	4%	\$1,825	4%	\$1,898
	Prep Day Base Rental Rate	\$750		\$780		\$811		\$844		\$877		\$912		\$949
	Commercial Renters													
	Performances	10		10		10		10		11		12		13
	Event Days	10		10		10		10		11		12		13
	Prep Days	2		2		2		2		2		0		3
	Total Days	12		12		12		12		13		12		16
	Capacity Sold	67%		67%		67%		67%		67%		67%		67%
	Total Attendance	5,360		5,360		5,360		8,040		8,844		14,472		15,678
	Event Day Base Rental Rate	\$1,600	4%	\$1,664	4%	\$1,731	4%	\$1,800	4%	\$1,872	4%	\$1,947	4%	\$2,025
	Prep Day Base Rental Rate	\$800		\$832		\$865		\$900		\$936		\$973		\$1,012
	Civic Events													
	Event Days	24		24		24		24		24		24		24
	Prep Days	12		12		12		12		12		12		12
	Total Days	36		36		36		36		36		36		36
	Total Activity													
	Performances	26		31		36		40		46		52		58
	Event Days	47		51		55		57		62		67		72
	Prep Days	19		19		20		21		22		21		25
	Total Days	66		70		75		79		85		88		96
	Total Attendance	12,704		15,176		17,648		29,280		33,792		57,456		64,224
EARNED INCOME														
Presenting	Film Presenting	\$16,080		\$25,085		\$34,784		\$67,829		\$84,651		\$154,065		\$183,117
	Live Presenting	\$30,000		\$46,800		\$64,896		\$101,238		\$131,609		\$246,372		\$298,932
Rentals	Nonprofit Organizations	\$16,875		\$21,060		\$25,553		\$30,371		\$35,534		\$41,062		\$46,975
	Commercial Organizations	\$17,600		\$18,304		\$19,036		\$19,798		\$22,648		\$23,360		\$28,950
Hospitality	Net Theater Concessions	\$6,352		\$7,892		\$9,544		\$16,468		\$19,766		\$34,952		\$40,632
	Catered Events	\$800		\$832		\$1,731		\$2,700		\$3,744		\$4,867		\$6,074
User Fees	Theater User Fees	\$17,238		\$19,682		\$31,212		\$35,118		\$40,728		\$45,095		\$53,148
Other Income	Ticket Handling Fee	\$17,150		\$21,307		\$25,769		\$44,464		\$53,368		\$94,370		\$109,706
	Theater Restoration Fee	\$15,880		\$19,729		\$23,860		\$41,170		\$49,415		\$87,380		\$101,580
	Program Advertising	\$500		\$780		\$1,082		\$1,125		\$1,462		\$1,825		\$2,214
	Total Earned Income	\$138,475		\$181,470		\$237,467		\$360,280		\$442,926		\$733,348		\$871,328
OPERATING EXPENSES														
Full-time Personnel	Executive Director					\$40,000	100%	\$80,000	4%	\$83,200	4%	\$86,528	4%	\$89,989
	Marketing Director					\$50,000	4%	\$50,000	4%	\$52,000	4%	\$54,080	4%	\$56,243
	Operations Manager					\$60,000	4%	\$60,000	4%	\$62,400	4%	\$64,896	4%	\$67,492
	Administrative Assistant					\$40,000	4%	\$35,000	4%	\$36,400	4%	\$37,856	4%	\$39,370
	Sub-total	\$0		\$0		\$40,000		\$225,000		\$234,000		\$243,360		\$253,094
	Benefits	\$0		\$0		\$10,000		\$56,250		\$58,500		\$60,840		\$63,274
	Sub-total	\$0		\$0		\$50,000		\$281,250		\$292,500		\$304,200		\$316,368
Part-time Personnel	Theater Manager	\$15,000		\$15,000		\$20,000		\$20,000		\$40,000		\$80,000		\$160,000
	Marketing Consultant	\$2,500	100%	\$5,000	100%	\$10,000	100%	\$20,000	100%	\$31,440	100%	\$52,800	100%	\$60,091
	Technical Labor	\$13,100		\$14,602		\$16,202		\$30,000	4%	\$31,200	4%	\$32,448	4%	\$33,746
	Technical Director					\$5,000		\$7,500	20%	\$9,000	20%	\$10,800	20%	\$12,960
	Ticket Office Manager					\$2,500	200%	\$7,500	20%	\$9,000	20%	\$10,800	20%	\$12,960
	House Manager					\$2,500	200%	\$7,500	4%	\$7,800	4%	\$8,112	4%	\$8,436
	House Staff					\$2,500	200%	\$7,500	20%	\$9,000	20%	\$10,800	20%	\$12,960
	Film Booker	\$4,000	4%	\$4,160	4%	\$4,326	4%	\$4,499	4%	\$4,679	4%	\$4,867	4%	\$5,061
	Administrative Intern					\$5,000		\$5,000	4%	\$5,200	4%	\$5,408	4%	\$5,624
	Sub-total	\$34,600		\$38,762		\$63,029		\$113,439		\$142,031		\$205,235		\$298,879
	Benefits	\$3,460		\$3,876		\$6,303		\$11,344		\$14,203		\$20,523		\$28,888
	Sub-total	\$38,060		\$42,638		\$69,332		\$124,783		\$156,235		\$225,758		\$328,767
Operations	Direct Costs of Film Presenting	\$17,099		\$26,674		\$36,988		\$80,465		\$100,420		\$173,626		\$206,367
	Direct Costs of Live Presenting	\$21,500		\$33,540		\$46,509		\$86,000		\$111,800		\$258,000		\$313,040
	Sub-total	\$21,500		\$33,540		\$46,509		\$86,000		\$111,800		\$258,000		\$313,040
Ticket Office	Network Maintenance	\$3,500	10%	\$3,850	20%	\$4,620	20%	\$5,544	20%	\$6,653	20%	\$7,983	20%	\$9,580
	Supplies	\$2,500	10%	\$2,750	20%	\$3,300	20%	\$3,960	20%	\$4,752	20%	\$5,702	20%	\$6,843
	Ticketing Service	\$508		\$607		\$706		\$1,171		\$1,352		\$2,298		\$2,569
	Credit Card Fees	\$381		\$455		\$529		\$878		\$1,014		\$1,724		\$1,927
	Sub-total	\$6,889		\$7,682		\$9,155		\$11,854		\$13,770		\$17,708		\$20,919
Administration	Bank Charges							\$750						
	Computer Equipment and Service							\$1,500						
	Courier							\$250						
	Dues & Subscriptions							\$500						
	Institutional Marketing							\$25,000						
	Insurance							\$40,000						
	Meals & Entertainment							\$2,500						
	Memberships							\$500						
	Office Equipment							\$2,000						
	Office Supplies and Services							\$2,500						
	Postage							\$2,000						
	Printing							\$2,500						
	Telephone							\$5,000						
	Training							\$2,500						
	Travel							\$5,000						
	Volunteer support and services							\$2,500						
	Website development and maintenance							\$5,000						
	Miscellaneous							\$1,000						
	Sub-total	\$20,000	100%	\$40,000	100%	\$80,000		\$101,000	10%	\$111,100	10%	\$122,210	10%	\$134,431
Building Expenses	Utilities	\$35,000		\$36,400		\$42,588		\$44,292		\$51,181		\$53,229		\$55,358
	Repairs and maintenance	\$25,000		\$26,000		\$30,420		\$31,637		\$36,558		\$38,020		\$39,541

	Service Contracts	\$15,000		\$15,600		\$18,252		\$18,982		\$21,935		\$22,812		\$23,725
	Building Supplies	\$5,000	5%	\$5,250	5%	\$5,513	5%	\$5,788	5%	\$6,078	5%	\$6,381	5%	\$6,700
	Security Service	\$10,000	5%	\$10,500	5%	\$11,025	5%	\$11,576	5%	\$12,155	5%	\$12,763	5%	\$13,401
	Trash Removal	\$500	5%	\$525	5%	\$551	5%	\$579	5%	\$608	5%	\$638	5%	\$670
	Sub-total	\$90,500		\$94,275		\$108,349		\$112,864		\$128,515		\$133,844		\$139,395
	Total Operating Expenses	\$178,949		\$218,115		\$363,345		\$717,441		\$813,919		\$1,061,719		\$1,262,920
ANNUAL FUNDING REQUIREMENT		\$38,474		\$36,645		\$125,878		\$367,180		\$370,994		\$328,371		\$381,592
	Earned Income as % of Operating Expenses	78%		83%		65%		50%		54%		69%		70%
ANNUAL FUNDING SCENARIO														
Funding Sources	Individuals	\$5,000		\$10,000		\$20,000		\$30,000	4%	\$31,200	4%	\$32,448	4%	\$33,746
	Corporate	\$5,000		\$10,000		\$20,000		\$30,000	4%	\$31,200	4%	\$32,448	4%	\$33,746
	Foundation	\$5,000		\$10,000		\$20,000		\$30,000	4%	\$31,200	4%	\$32,448	4%	\$33,746
	Government	\$50,000		\$50,000		\$75,000		\$300,000	4%	\$312,000	4%	\$324,480	4%	\$337,459
	Special Events	\$2,500		\$5,000		\$10,000		\$15,000	4%	\$15,600	4%	\$16,224	4%	\$16,873
	Endowment Income	\$0		\$8,000		\$16,000		\$24,000		\$32,000		\$40,000		\$48,000
	Sub-total	\$67,500		\$93,000		\$161,000		\$429,000		\$463,200		\$478,048		\$603,570
Incremental Personnel Costs	Grant writer	\$5,000		\$5,000		\$5,000	4%	\$5,200	4%	\$5,408	4%	\$5,624	4%	\$5,849
	FR consultant	\$5,000		\$10,000		\$10,000	4%	\$10,400	4%	\$10,816	4%	\$11,249	4%	\$11,699
	Sub-total	\$10,000		\$15,000		\$15,000		\$15,600		\$16,224		\$16,873		\$17,548
Incremental Non-Personnel Costs	Special Events							\$10,000						
	Donor Recognition							\$2,500						
	Credit Card Expense							\$1,500						
	Mailings							\$4,000						
	Research							\$5,000						
	Sub-total	\$	1,000	200%	\$3,000	100%	\$6,000	\$23,000	5%	\$24,150	5%	\$25,358	5%	\$26,625
Net from Fundraising		\$56,500		\$75,000		\$140,000		\$390,400		\$412,826		\$435,818		\$469,397
Final Operating Result		\$18,026		\$38,355		\$14,122		\$33,240		\$41,832		\$107,446		\$77,804
MARGINS, RATIOS AND BENCHMARKS														
	Theater Capacity	800		800		800		1,200		1,200		1,800		1,800
Gross Square Footage	Space to Maintain	20,000		20,000		22,500		22,500		25,000		25,000		25,000
Hospitality	Net concession income per capita	\$0.50	4%	\$0.52	4%	\$0.54	4%	\$0.56	4%	\$0.58	4%	\$0.61	4%	\$0.63
	Number of catered special events	2		2		4		6		8		10		12
	Net fee per catered special event	\$400.00	4%	\$416.00	4%	\$432.64	4%	\$449.95	4%	\$467.94	4%	\$486.66	4%	\$506.13
User Fees	User fees as a % of rent	50%		50%		70%		70%		70%		70%		70%
Ticket Handling Fee	% of tickets sold online	30%		30%		30%		30%		30%		30%		30%
	Charge per ticket sold online	\$2.50	4%	\$2.60	4%	\$2.70	4%	\$2.81	4%	\$2.92	4%	\$3.04	4%	\$3.16
	% of tickets sold by telephone	40%		40%		40%		40%		40%		40%		40%
	Charge per ticket sold by phone	\$1.50	4%	\$1.56	4%	\$1.62	4%	\$1.69	4%	\$1.75	4%	\$1.82	4%	\$1.90
	% of tickets sold at box office	30%		30%		30%		30%		30%		30%		30%
	Charge per ticket sold at box office	\$0.00	4%	\$0.00	4%	\$0.00	4%	\$0.00	4%	\$0.00	4%	\$0.00	4%	\$0.00
Theater Restoration Fee	Charge per Ticket Sold	\$1.25	4%	\$1.30	4%	\$1.35	4%	\$1.41	4%	\$1.46	4%	\$1.52	4%	\$1.58
Program Advertising	Advertising Sold per presented event	\$250.00	4%	\$260.00	4%	\$270.40	4%	\$281.22	4%	\$292.46	4%	\$304.16	4%	\$316.33
Presenting Expenses														
Film Presenting	% of Revenues to Distributor	40%		40%		40%		40%		40%		40%		40%
	Marketing Costs	\$2,000	4%	\$2,080	4%	\$2,163	50%	\$4,000	4%	\$4,160	50%	\$6,000	4%	\$6,240
	Other Direct Presenting Costs	\$667		\$693		\$721		\$1,333		\$1,387		\$2,000		\$2,080
Live Presenting	Average Artist Fees	\$7,500	4%	\$7,800	4%	\$8,112		\$15,000	4%	\$15,600		\$30,000	4%	\$31,200
	Marketing Costs	\$2,500		\$2,600		\$2,704		\$5,000		\$5,200		\$10,000		\$10,400
	Other Direct Presenting Costs	\$750		\$780		\$811		\$1,500		\$1,560		\$3,000		\$3,120
Benefits Level	Full-time Staff	25%		25%		25%		25%		25%		25%		25%
	Part-time Staff	10%		10%		10%		10%		10%		10%		10%
Technical Labor	Cost per Theater Use Day	\$200	4%	\$208	4%	\$216		\$400	4%	\$416		\$600	4%	\$624
Ticketing Costs	Ticketing Service as % of Ticket Revenues	4%		4%		4%		4%		4%		4%		4%
	Credit Card Fees as % of Ticket Revenues	3%		3%		3%		3%		3%		3%		3%
Other Operations	Utility Costs/Square Foot	\$1.75	4%	\$1.82	4%	\$1.89	4%	\$1.97	4%	\$2.05	4%	\$2.13	4%	\$2.21
	Maintenance Costs/Square	\$1.25	4%	\$1.30	4%	\$1.35	4%	\$1.41	4%	\$1.46	4%	\$1.52	4%	\$1.58
	Service Contracts/Square Foot	\$0.75	4%	\$0.78	4%	\$0.81	4%	\$0.84	4%	\$0.88	4%	\$0.91	4%	\$0.95
Endowment Income	Principal Amount			\$200,000		\$400,000		\$600,000		\$800,000		\$1,000,000		\$1,200,000
	Rate of Return after Inflation			4%		4%		4%		4%		4%		4%